

## NOTICE OF MEETING

# CABINET MEMBER SIGNING

**Wednesday, 12th April, 2017, 10.00 am - Civic Centre, High Road, Wood Green, N22 8LE**

**Members:** Councillor Alan Strickland

### **1. FILMING AT MEETINGS**

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### **2. URGENT BUSINESS**

The Cabinet Member will advise of any items they have decided to take as urgent business.

### **3. 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

**4. APPROVAL TO ENTER INTO GRANT AGREEMENTS WITH TOTTENHAM HOTSPUR FC TO DELIVER HERITAGE AND PUBLIC REALM IMPROVEMENTS FOR NORTH TOTTENHAM (PAGES 1 - 106)**

**5. ITEMS OF URGENT BUSINESS**

To consider any items of urgent business admitted at item 2.

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Tuesday, 04 April 2017

**Report for:** Cabinet Member for Housing, Regeneration and Planning

**Title:** Approval to enter into grant agreements with Tottenham Hotspur FC to deliver heritage and public realm improvements for north Tottenham

**Report**

**authorised by :** Lyn Garner, Strategic Director of Regeneration, Planning and Development

**Lead Officers:** Helen Fisher, Director of Regeneration  
Adam Hunt, Head of Area Regeneration (North Tottenham)

**Ward(s) affected:** Northumberland Park

**Report for Key/**

**Non Key Decision: Key decision**

**1. Describe the issue under consideration**

- 1.1 The regeneration of north Tottenham, which will deliver thousands of new homes and jobs, new schools, health and community facilities and transformed social and economic outcomes for local residents, has long been a key priority for the Council and for our key public and private sector partners.
- 1.2 In February 2012, Cabinet approved a £27m Funding and Investment Package for North Tottenham (please see appendix 1). The funding comprised of £18m of funding from the Greater London Authority (GLA) and £9m funding from the council.
- 1.3 This funding package was agreed to support the council's regeneration ambitions in north Tottenham, a key component of which is Tottenham Hotspur FC's (THFC) Northumberland Development Project (NDP). The NDP scheme (which originally received planning consent in 2011) has always been envisaged as a catalytic regeneration scheme which will help bring private sector support and investment into north Tottenham and facilitate the council's ambitions to raise the quality of life of residents in this part of the borough.
- 1.4 As part of the Council's £9m funding contribution, Cabinet approved a £3m allocation to contribute towards heritage building improvements in the vicinity of THFC's Northumberland Development Project (NDP) scheme. Cabinet also approved a £5m allocation as a contribution to the public and community event space ("public realm") to be provided as part of the NDP scheme (n.b a further £1m was allocated to master planning and environmental improvement works on Worcester Avenue via the Cabinet decision – these elements are not the subject of this report).
- 1.5 Both of these funding allocations form part of the Council's agreed Capital Strategy and 10 Year Capital Programme.

- 1.6 Since the February 2012 Cabinet decision, £500,000 of the £3m allocation for heritage building improvements has subsequently been utilised as a contribution towards the North Tottenham Townscape Heritage Initiative. Therefore, a total of £7.5m heritage and public realm funding remains and it is this funding amount which is the subject of this report.
- 1.7 The Cabinet decision anticipated that the heritage and public realm funding would be released in 2015/16. However, from 2014 onwards THFC began working on a revised planning application which meant the timescales for agreeing the terms for spending the £7.5m were delayed. As well as delivering more homes, commercial space and job opportunities, the revised NDP scheme (approved by the council's Planning Committee in December 2015 and the GLA in April 2016) has the significant benefit of being a larger, NFL compliant stadium which has led to a deal with the NFL to host two games per season at the new stadium from Autumn 2018.
- 1.8 The NDP scheme has now progressed to the extent that the terms of the funding for the heritage and public realm improvements and the resultant project outputs are able to be identified. Therefore, this report seeks approval to enter into the relevant grant agreements with THFC to allow the club to draw down the £7.5m funding within the 2017/18 financial year.

## **2. Cabinet Member Introduction**

- 2.1 The Council has high ambitions for north Tottenham. This is an area that will be transformed into a vibrant, mixed and sustainable community and new leisure destination for London – a place where people want to live, work and visit.
- 2.2 Our ambitions will be achieved through substantial place-shaping, the delivery of high quality infrastructure and thousands of additional new homes. North Tottenham will be known for its mix of urban and landscape settings, strengthened local centre and with improved access to both a busy London high street and the abundant open spaces of the Lee Valley Park.
- 2.3 Tottenham Hotspur Football Club's Northumberland Development Project, which was granted planning permission on 15<sup>th</sup> April 2016, is a game changer for north Tottenham and its delivery is a key catalyst for the area's wider social, economic and physical change. As well as delivering hundreds of millions of pounds of investment into north Tottenham, the new Northumberland Development Project also provides other, significant, community benefits. These include hundreds of new homes and jobs, the provision of a new health centre and more high quality public open space. The socio-economic and community benefits of the revised Northumberland Development Project will bring much needed regeneration to Tottenham and help meet the Council's objectives as set out in both the Tottenham Strategic Regeneration Framework and the emerging Tottenham Area Action Plan.
- 2.4 The revised Northumberland Development Project scheme will also bring a state-of-the-art stadium that will have an increased capacity for football, the NFL, concerts and community events and thus help realise the Council's vision for creating a new leisure destination in north Tottenham. Indeed, through hosting

the world's most popular leagues, the Premier League and NFL - collectively viewed by over 5 billion people in 200 countries, the new stadium will raise the profile of Tottenham around the world.

- 2.5 The drawing down of the previously agreed financial contributions to heritage improvements and public and community events space will help take forward the delivery of the NDP scheme and help to deliver the world class public realm and heritage infrastructure that will play a key role in delivering our regeneration aspirations for north Tottenham.

### 3. Recommendations

- 3.1 The recommendations within this report support the delivery of key infrastructure and public realm which are critical enablers for the delivery of successful regeneration across North Tottenham.

The Cabinet Member agrees:

- 3.2 To grant approval to enter into a grant agreement with THFC to provide £2.5m for heritage improvements in the vicinity of the NDP scheme and provides delegated authority:
- to the Director of Regeneration to agree the Heads of Terms (which shall include the key requirements set out in paras 6.16 - 6.21) under which the Grant Agreement will be made; and
  - to the Director of Regeneration, after consultation with the Assistant Director of Corporate Governance, the Chief Operating Officer and the Strategic Director of Regeneration, Planning and Development, to agree the final grant agreement.
- 3.3 To grant approval to enter into a grant agreement with THFC to provide £5m for public realm improvements and provides delegated authority:
- to the Director of Regeneration to agree the Heads of Terms Terms (which shall include the key requirements set out in paras 6.11 – 6.15) under which the Grant Agreement will be made; and
  - to the Director of Regeneration, after consultation with the Assistant Director of Corporate Governance, the Chief Operating Officer and the Strategic Director of Regeneration, Planning and Development, to agree the final grant agreement.

The Cabinet Member notes that:

- 3.4 The grant agreements will be developed in line with the headline conditions outlined in section six below for the £2.5m heritage improvement funding and the headline costings in appendix 2 for the £5m public realm improvement funding.
- 3.5 The council has received leading Counsel's advice to ensure that these funding contributions meet all relevant State Aid requirements. Further information is set out in the Legal Comments at section eight.

**4. Reasons for decision**

- 4.1 One of Tottenham's most important economic and cultural assets is Tottenham Hotspur Football Club. Securing firm plans for the delivery of the new stadium and associated mixed use development was the first step in establishing a comprehensive regeneration programme for North Tottenham and the £27m funding package approved by Cabinet in 2012 supports this ambition.
- 4.2 The February 2012 Cabinet report recognised the catalytic role the NDP scheme would have on regeneration in general in north Tottenham and, subsequently, the investment either delivered (phase one completed in 2013 and provides significant retail and commercial space, alongside an education campus) or committed, has been a key enabler in the development of the adjacent transformational, multi-billion pound High Road West and Northumberland Park regeneration schemes.
- 4.3 Given the previous commitment provided by the February 2012 Cabinet decision, the club's funding model for the stadium has always assumed public sector funding contributing to heritage and public realm improvements. Given this decision and given the progress made with the NDP scheme, to not agree to release the £7.5m funding would not display good faith on behalf of the Council and could also have a potentially destabilising impact on THFC's funding position for the remaining phases of the NDP scheme.

**5. Alternative options considered**

- 5.1 An alternative option would be for the council to take on the delivery of the improvement projects itself, rather than THFC being the delivery agents. However, the identified improvements, namely the public realm 'podium' and the heritage improvements associated with the 'Northern Terrace', are THFC owned and managed. More importantly, the podium and the Northern Terrace are components within the delivery of a many hundreds of millions of pounds, complex development scheme. THFC will be delivering the podium and Northern Terrace works as part of their overall delivery programme for the NDP scheme. There would be little logic in another party seeking to manage the delivery of these works separate from the overall NDP scheme delivery.
- 5.2 The 2012 Cabinet paper anticipated the release of funding between 2012 and 2014 (£3m funding for heritage improvement) and 2015/16 (£5m funding for community event and public space). However these timescales were not realised due to THFC's revised planning application, which was not expected at the time the 2012 Cabinet report was agreed.
- 5.3 Following discussion with THFC, and on the basis that development in line with the 2016 planning permission is demonstrably underway, it would be appropriate to ensure there are no further delays. It is therefore recommended that the funding to support the improvement projects associated with the redevelopment of the football stadium should be drawn down in 2017/18

## 6. Background information

### Vision and Policy Context

- 6.1 The council is committed to both housing and employment growth through its Corporate Plan ‘Building a Stronger Haringey together’, and through its contribution to the London Plan’s housing and jobs targets. The nature and scale of these ambitions are further set out in the Council’s Economic Development and Growth and Housing Strategies. More specifically for Tottenham, the Strategic Regeneration Framework (SRF) - a landmark 20-year vision for the future - sets out the need to deliver at least 10,000 new homes and 5,000 new jobs in Tottenham over the next twenty years.
- 6.2 The Council’s vision for North Tottenham is clearly set out in the Strategic Regeneration Framework, which was agreed in 2014 and the Tottenham Area Action Plan, which is due to be adopted in autumn 2016. The vision seeks to see North Tottenham **“transformed into a vibrant, mixed and sustainable community and new leisure destination for London- a place where people want to live, work and visit.”**
- 6.3 This vision will be met through the successful delivery of the three major regeneration and development schemes in the area. The three schemes and their deliverables are detailed below:
- **High Road West:** High Road West is a key place-shaping scheme extending 11 hectares across the Love Lane Estate and commercial land north of White Hart Lane. In addition to the opportunity to create a new residential neighbourhood and a minimum of 1,400 new homes, High Road West plays a critical role in supporting the delivery of a new leisure destination for London as it is adjacent to the Northumberland Development Project. High Road West will be supported through the refurbishment of White Hart Lane Overground station and a new public square which will provide an expanded and improved local centre and new community facilities, including a new library.
  - **Northumberland Park:** Northumberland Park, a 32.5ha area to the east and north of the Northumberland Development Project, has the potential to deliver at least 4,000 new homes, new business and work spaces and new, high quality school facilities. The council owned land within Northumberland Park is one of the sites expected to be developed by the Haringey Development Vehicle (HDV), a joint venture between LBH and a private sector partner which will take forward residential and commercial development, and deliver social and economic regeneration, across the borough. A preferred bidder, Lendlease, was announced in March 2017 and the HDV is expected to be formally established in summer 2017.
  - **Northumberland Development Project:** The NDP is a catalytic, multi-stage, mixed-use development led by THFC, which centres on the delivery of a world class 61,000 seat stadium at White Hart Lane. With early stages and the delivery of a large new supermarket and education facilities completed, focus has turned to the delivery of the next stage, which along with the stadium, will also deliver 585 new homes and almost 20,000 sqm of commercial space, a new hotel, club megastore and museum and café. The NDP will also provide a high quality public space for local people and visitors. The public space will extend from the High Road right through to Worcester Avenue - providing vital east west connectivity – and will also provide a new multi-use games area and

be animated through events and community programmes managed by the Tottenham Hotspur Foundation.

### Key infrastructure and public realm

- 6.4 As set out in the Tottenham AAP, the three regeneration schemes will be connected by a new public space network which will, in an area of substantial open space deficiency where the population will increase by over 50% over the next decade, effectively link and connect the major physical assets in the area, namely: the new White Hart Lane Station, the High Road West regeneration scheme, the NDP scheme, the Northumberland Park regeneration scheme, Northumberland Park station and the Lee Valley Park.
- 6.5 Conceived of as a connected series of public spaces (with innovative community activities and event space) and community parks (with recreation and leisure amenities), the public space network will play an important functional role in enabling ease of movement between the stations to the stadium on event days. More importantly, it will be a world class piece of place making infrastructure in its own right and will provide open space and connectivity throughout the year. The NDP component of the open space will be open 364 days (including event days) each year and will be a genuinely public open space. The final arrangements for access, management and usage will be subject to a Public Access Management Plan to be agreed by the Council and THFC. Wider discussions are also taking place between the Council, the GLA and THFC about the potential for other public sector funding for public infrastructure in north Tottenham.
- 6.6 The Tottenham AAP also sets out a clear intention to see the High Road in north Tottenham improved by “Enhancing the heritage assets that contribute positively to the conservation area by a programme of improvements to refurbish and reuse the existing buildings, including facade and public realm improvements and increased safety.”
- 6.7 The significance of the built environment and its contribution to a sense of place is recognised by the ‘North Tottenham Townscape Heritage Initiative’. A project totalling £2.3m was established in north Tottenham in 2015 to restore 28 historic buildings with support from the Heritage Lottery Fund (HLF) through £1.5m of grant funding, property owners and businesses. It aims to improve the appearance of the High Road conservation area and to encourage people to shop locally. The scheme will also provide opportunities for local people to learn about the heritage of Tottenham, gain skills, and become involved in its restoration and maintenance. The project is currently in delivery, with the first phase of start on site work scheduled for summer 2017.
- 6.8 As council match-funding was required to access the grant funding from HLF, and the project is a heritage building improvements project which will complement THFC’s work in the area, the council agreed to allocate the required £500k match funding from the £3m heritage building improvements fund. Therefore, the remaining funding for heritage building improvements is now £2.5m.

### Key decisions to date

- 6.9 In February 2012, the Cabinet approved the “**Funding and Investment Package for the Tottenham Regeneration Programme**” report. This included

approval for council funding allocations of £5m for public and community event space and £3m for heritage building improvements, as the match funding to the £18m investment from the GLA to the North Tottenham area.

- 6.10 In June 2016, Cabinet approved the Council's Capital Strategy and 10 Year Capital Programme. This reaffirmed the commitment to the heritage funding via its inclusion on the 'Green Project Approved' list. Cabinet were also asked to note a programme of schemes that were being developed for future business case approval through the Capital Board, this included the £5m funding allocation for the public realm improvements associated with the NDP scheme. The business case for the £5m funding has subsequently been approved by Capital Board and this funding has also been moved to the 'Green Project Approved' list.

### Delivery and outputs – £5m public realm funding

- 6.11 The £5m public realm improvements funding will contribute towards the public realm provided as part of the NDP scheme to ensure it:

- is delivered to a high quality and fits with the council's aspirations for the crucial public space network that will link the three major regeneration schemes in the area, White Hart Lane and Northumberland Park stations and the Lee Valley Park
- will substantially improve ease of movement between the stations to the stadium and will be high quality place making infrastructure in its own right
- will be fully accessible to the public and will form an important role in bringing communities together

- 6.12 The public space network within the NDP scheme is formed of the following key scheme elements (please see section 2 of AECOM 'Review of Public Realm Costs' report attached at Appendix 2):

- Works to Worcester Avenue
- Works to Park Lane
- Works to Tottenham High Road
- Works to the Podium / Plaza area

- 6.13 The £5m funding will support the delivery of these key scheme works. The Council has received state aid advice from leading Counsel (please see legal comments at section eight for further information) that confirms the public sector can, in a state aid compliant manner, fund the cost of any elements of the 'public and community events space' that are deemed to be 'public access areas' i.e. open free of charge to the public for use as a recreational area and thoroughfare.

- 6.14 The 'public and community events space' that will be provided as part of the NDP scheme have been assessed by independent cost consultants, AECOM, to cost (as at April 2016) £54.2m (including fees, contingency and inflation) (please see appendix 2. Review of Public Realm Costs for full details). The AECOM report sets out that £42.1m of the works are directly related to the construction of the 'public access areas'. The £5m funding that is the subject of this decision will be used to fund any of the components directly linked to the construction of the 'public access areas'. These components are set out within the 'Public Works' costings within the AECOM report.

- 6.15 Heads of Terms will be developed that will set out the basis on which the detailed Grant Agreement will be developed. Furthermore, section 4 of the AECOM report

(attached as appendix 2) sets out a detailed analysis of the costs associated with these scheme elements. The Grant Agreement will specify that the drawdown of funding will be against the key categories within the detailed cost analysis, which cover:

- Site preparation
- Surface treatments and masonry / hard cladding
- External fittings and furniture
- Landscaping
- Drainage
- External services
- External lighting
- Preliminaries
- Design fees

### Delivery and outputs – heritage funding

6.16 THFC own all but one building in the ‘Northern Terrace’ (792-814 High Road) to the north of the stadium and have S106 obligations to update specific buildings within the terrace. The entire terrace requires a significant level of upgrading above and beyond the £2.5m contribution from the Council.

6.17 The Northern Terrace is one of the most important heritage assets within the conservation area, by virtue of the statutorily and locally listed buildings within it as well as its complete terrace form. However, the majority of the terrace is in a poor state of repair and underused.

6.18 While planning obligations attached to the principal stadium planning permission will secure basic weatherproofing repairs to the fabric of the terrace, all parties are trying to drive the regeneration of the terrace in a more comprehensive manner in order to secure the long term future of these buildings.

6.19 The £2.5m funding for heritage building improvements will be utilised for the Northern Terrace, a cohesive group of buildings comprising Northumberland Terrace (790-802 High Road). The funding will not be allocated for:

- Percy House at 796 High Road which is currently being refurbished with support from HLF as the new home of the Tottenham Hotspur Foundation.
- Any direct building work that may count as enabling development in relation to the Paxton Building development, for which the public benefit is mainly public realm and improvements to the setting of the listed buildings and removal of later additions, that may relate to their viability.

6.20 While 808-810 High Road are, along with 796, specifically referred to in the S106 agreement for the stadium planning application (HGY/2015/3000), THFC have requested that they are included in the same programme of works as the Northumberland Terrace. As these buildings have previously received funding for improvement work (not related to THFC or their planning application) and they present an immediate opportunity for active community use (through the provision of a gallery and cafe), bringing these buildings into use first will increase the viability for any work to the Northumberland Terrace. The Heads of Terms and subsequent Grant Agreement for the heritage funding will establish how the inclusion of work to 808-810 High Road will be permitted on the condition that THFC can subsequently demonstrate how a minimum of £2.5m will be spent on improvements to the Northern Terrace by 2018.

6.21 It is anticipated that the Heads of Terms and Grant Agreement will also include requirements that:

- Funding is spent on conservation works to any of the buildings contained within the terrace 790-812 High Road, excluding 796 High Road and subject to state aid advice.
- landscaping of the front gardens/yards of 792, 794, 798, 800 and 802 High Road is completed by 2018.
- More significant frontage works and structural improvements are carried out to any building/s within the northern terrace, excluding 796, 810 and 812 High Road. A schedule of work, demonstrating that at least £2.5m of works is being undertaken, will be provided for approval by the Council by September 2017 and in advance of the work commencing.
- A full costed and illustrated report on the historic conservation benefits to 792, 794, 798, 800 and 802 High Road realised through the grant funding is submitted by 2019.
- There is a requirement to maintain properties in good order and not to reverse any of the conservation improvements

Final grant agreements

6.22 The funding that is the subject of this report will be controlled through detailed grant agreements. The grant agreements will detail the key conditions which will control the quality, timing and delivery outputs.

6.23 The heads of terms and final grant agreements will be approved by the Director of Regeneration, in consultation with the Chief Operating Officer and the Strategic Director of Regeneration, Planning and Development.

**7. Contribution to strategic outcomes**

7.1 The delivery of the NDP scheme plays a key role in contributing to the delivery of the regeneration objectives for Tottenham as set out in the Strategic Regeneration Framework and the Tottenham Area Action Plan, as well as directly to the delivery of two of Haringey’s Corporate Plan priorities:

- *Priority 4: Drive growth and employment from which everyone can benefit; and*
- *Priority 5: Create homes and communities where people choose to live and are able to thrive.*

7.2 As importantly, the NDP scheme has a catalytic effect on the delivery of the wider comprehensive regeneration schemes across north Tottenham. The linkages with all five Corporate Plan priorities are set out below:

<b>Corporate Plan Priority</b>	<b>How the funding supports these</b>
<i>Priority 1 - Enable every child and young person to have the best start in life, with high quality education</i>	<p>The NDP scheme itself has created a new education campus which, from September 2017, will host the Tottenham Academy of Excellence in a new partnership with Highgate School.</p> <p>In its role supporting the wider delivery of the adjacent regeneration schemes, it will also contribute to the</p>

	<p>deliverability of the Northumberland Park regeneration scheme which will see the delivery of a new all-through school in the local area.</p>
<p><i>Priority 2 - Enable all adults to live healthy, long and fulfilling lives</i></p>	<p>The NDP scheme will deliver new, high quality health facilities for the local community to benefit from.</p> <p>In its role supporting the wider delivery of the adjacent regeneration schemes, it will also contribute to the deliverability of the Northumberland Park regeneration scheme which will see the delivery of new health facilities for the benefit of local communities.</p>
<p><i>Priority 3 - A clean, well maintained and safe borough where people are proud to live and work</i></p>	<p>This funding will contribute towards the public realm, built in and around the new stadium, to ensure;</p> <ul style="list-style-type: none"> <li>• That the public realm is delivered to a high quality;</li> <li>• Is fully accessible and fits with the Council's aspirations for the legible public space network which will provide a critical public space network between the three major regeneration schemes in the area, the transport hubs and the Lee Valley Park;</li> <li>• Will substantially improve ease of movement between the stations to the stadium and will be a high quality place making infrastructure in its own right; and</li> <li>• Will also be fully accessible to the public and will form an important role in bringing communities together.</li> </ul>
<p><i>Priority 4: Drive growth and employment from which everyone can benefit;</i></p>	<p>Directly supports the delivery of over 900 new jobs in the NDP scheme through the creation of a major new leisure and commercial quarter located around the new public realm which will deliver an increase in employment in the area and attract significant visitor spend.</p> <p>Supports the wider delivery of at least 2,000 new jobs in the surrounding area</p>
<p><i>Priority 5: Create homes and communities</i></p>	<p>Directly supports the delivery of 585 new</p>

<p><i>where people choose to live and are able to thrive</i></p>	<p>homes in the NDP scheme.</p> <p>Supports the wider delivery of at least 5,000 new homes in the surrounding area which will be aimed at a variety of income levels and deliver on our ambitions to deliver a truly mixed and sustainable community in north Tottenham.</p>
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## 8. Statutory Officers comments

### 8.1 Finance

8.1 In February 2012, Cabinet approved a £27m Funding and Investment Package for North Tottenham. The funding comprised of £18m of funding from the Greater London Authority (GLA) and £9m funding from the council. This funding package was agreed to support the council's regeneration ambitions in north Tottenham, a key component of which is Tottenham THFC's NDP scheme.

8.2 The 2012 Cabinet paper anticipated the release of funding between 2012 and 2014 (£3m funding for heritage improvement) and 2015/16 (£5m funding for community event and public space). However these timescales were not realised due to THFC's revised planning application, which was not expected at the time the 2012 Cabinet report was agreed.

8.3 The £3m heritage improvement funding was added to the Council's Capital Programme in 2012 and is contained within the Approved Capital Programme agreed by Cabinet in June 2016. The £5m funding for community event and public space was given Capital Board approval on 25<sup>th</sup> Jan 2017 to be moved the 'Green Project Approved' list subject to the project benefits and objectives being tangible and robustly set out.

### 8.5 Legal

8.5.1 The Council can rely on its general power of competence under section 1 of the Localism Act 2011 to enter into the grant funding agreements. The decision to enter into the grant funding agreement is an executive function.

8.5.2 Advice has been received from Leading Counsel on whether the grant agreements are state aid compliant.

8.5.3 The public realm funding will be state aid compliant if as outlined in the key heads of terms the monies are used on public infrastructure to which the public has general access (for example, an open public space that can be and is used by all and is not to be used only by those going to the stadium). The fact that the podium will be closed to the public on certain occasions does prevent it from being public infrastructure. However, it is recommended that tight controls and records of how the monies are spent and of the use of the funded infrastructure as public infrastructure are included in the grant agreement to enable the Council to demonstrate that it is being used in a state aid compliant manner.

8.5.4 The heritage funding would constitute state aid but would benefit from the exemption in the general block exemption regulation ("GBER") regarding "culture

and heritage conservation”: Article 53 of the GBER. To ensure compliance with the GBER exemption it is important that financial estimates are made of eligible costs less present value of expected operating profit from the funding, as the amount of state aid cannot exceed this amount (Article 53(6) GBER).

8.5.5. It will also be necessary to comply with reporting requirements by sending the European Commission a summary information sheet about the aid measure via the State aid Notification Interactive (SANI) system within 20 working days following implementation of the measure.

8.5.6 It is important that the GBER information and reporting requirements are strictly adhered to and this will include providing a web site link to the scheme, providing all details of the state aid, eligible costs etc.

8.5.7 Additionally it is recommended that THFC indemnify the Council in the grant agreements against any complaint or proceedings brought by any complainant in respect of the grant funding.

### **8.6 Equality**

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

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

8.6.2 This grant funding to THFC contributes to delivery of the wider NDP scheme, which will benefit the wider community as set out in Section 7 of this report. Under the arrangements set out in Section 6.5 of this report the Council will continue to ensure the new public realm is fully accessible to all residents and visitors, in particular for disabled residents. This will enable all residents to benefit from the improved transport infrastructure and improved public and community space delivered by the NDP.

## **9. Use of Appendices**

Appendix 1 –Funding and Investment Package for Tottenham (February 2012)

Appendix 2 – AECOM Review of Public Realm Costs (April 2016)

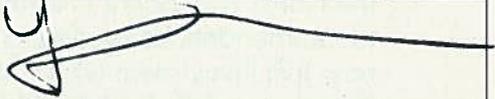
## **10. Local Government (Access to Information) Act 1985**



**Haringey Council**

<b>Report for:</b>	<b>Cabinet 7 February 2012</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>Funding and Investment Package for the Tottenham Regeneration Programme</b>
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<b>Report Authorised by:</b>	Lyn Garner Director – Place and Sustainability	
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<b>Lead Officers:</b>	Anne Lippitt Project Director – Tottenham Terry Knibbs – Tottenham Regeneration Programme
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<b>Ward(s) affected:</b> White Hart Lane; Northumberland Park; Bruce Grove; Tottenham Hale; Tottenham Green; Seven Sisters; St Ann's; West Green	<b>Report for Key Decision:</b>
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**1. Describe the issue under consideration**

- 1.1 On the 16<sup>th</sup> January 2012, the Mayor of London announced a £41,345,000 funding and investment package for Tottenham. This package consists of the following projects and funding sources:

Project	GLA funding (inc. capital / revenue)	Council match funding	Other match funding
1. North Tottenham / Northumberland Park	£18m	£9m	-
2. Growth on the High Road	£2.5m	£200k	£145k (from English Heritage, Diocese of London & Design for London)
3. Opportunity Investment Fund	£3m	£1m	-
4. Employment and Skills	£1.5m	£1.5m	£1.5m (from private sector)
5. 639 High Road	£3m	-	-
<b>Total</b>	<b>£28m</b>	<b>£11.7m</b>	<b>£1.645m</b>

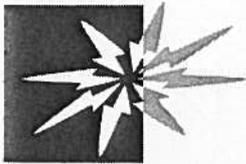
- 1.2 The Mayor's funding announcement followed the submission of a comprehensive investment bid from Haringey Council to the GLA in December to fund key



## **Haringey Council**

projects, schemes and initiatives as part of the regeneration programme for Tottenham.

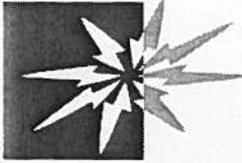
- 1.3 This report recommends approval for this package of funding for Tottenham, combining Council and Mayor of London resources to help leverage private sector funds. The aim of this funding package is to deliver a first phase of sustainable social, economic and physical regeneration in Tottenham, with a particular focus on the priority area of North Tottenham.
- 1.4 A key part of the funding package for Tottenham is Council and GLA investment in the North Tottenham / Northumberland Park area. This report sets out specific recommendations regarding public sector investment for this area and outlines how this investment will be used to complement the existing Northumberland Development Project (NDP) being led by Tottenham Hotspur Football Club (THFC) and contribute to comprehensive wider area regeneration of North Tottenham.
- 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 on the High Road 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 thriving place where people choose to live, work and stay throughout their lives.
- 2.2 This report sets out the Council and Mayor of London's funding package for Tottenham designed to kickstart the first phase of regeneration and improvement for Tottenham and leverage in sustained investment from the private sector. This funding package covers five priority programmes of investment:
- Investment in North Tottenham and Northumberland Park
  - Supporting growth on Tottenham High Road
  - Opportunity Investment Fund for land assembly and partnerships to initiate commercial and residential developments on the High Road and Tottenham Hale
  - Employment and skills programme
  - An Employment and Enterprise Centre at 639 High Road.
- 2.3 These programmes will play a key role in delivering sustainable economic, social and physical regeneration to Tottenham and its diverse communities.
- 2.4 One of Tottenham's most important assets is Tottenham Hotspur Football Club. Their plans for a new Stadium and associated development can be the first step to securing major regeneration in North Tottenham and the £27m funding package for North Tottenham in para 1.1 supports this ambition. THFC is already a major investor in the borough. The existing Stadium draws hundreds of thousands of visitors each year to Tottenham boosting the local economy. The work of



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Tottenham Hotspur Foundation supports local community groups, school children, young people and the unemployed. The NDP scheme with the new larger capacity Stadium, new retail and commercial floorspace as well as new homes, public space and heritage improvements, will create hundreds of new jobs many of which will be targeted to local people. The additional 20,000+ new spectators to each football match in the new Stadium (plus participants at non-football events and conferences) will bring substantial new spending in the local economy, supporting local businesses – both those supplying direct to the Stadium as well as those in the general area.

- 2.5 However, the new Stadium development faces a funding gap that has been exacerbated by the current very challenging conditions in the financial and property markets. Public sector investment is needed in the wider Tottenham area to increase public and investor confidence which can then lead to the release of much greater private sector finance.
- 2.6 A public sector investment package for the wider Tottenham area is being recommended to complement the Club's investment proposals, linking with proposals for additional development in the NDP Scheme to boost development value. The overall package of measures will give the Club the necessary confidence to secure the private investment for this £400m+ development.
- 2.7 We have secured £18m. from the Mayor of London to support North Tottenham's regeneration, as well as £7m for the wider Tottenham area and a £3m investment to create an Employment and Enterprise centre at 639 High Road.
- 2.8 Capitalising on the Club's stadium investment in North Tottenham, there is an opportunity to explore and promote a next phase of regeneration to the west of the stadium between Brereton Road and the borough boundary. Subject to consultation with local residents and businesses, regeneration could result in more high quality housing, new retail and business floorspace and new public space.
- 2.9 This 10 hectares area includes housing land owned by the Council south of White Hart Lane and mixed commercial, retail and industrial uses north of White Hart Lane. The Council owns approx. 35% of this area, including 297 Council dwellings, the Grange Day Centre and offices at 32-34A White Hart Lane and Coombes Croft Library. The commercial area north of White Hart Lane is in a variety of private ownerships, including some properties owned by THFC.
- 2.10 I recommend Cabinet to support the Tottenham investment package detailed in this report. I also recommend Cabinet to agree to the start of consultation with residents and businesses to gauge their views on the next phase of regeneration in North Tottenham, including the potential for estate renewal. I am proposing that consultation is in the context of key principles that the Council will use to underpin detailed regeneration proposals. Draft principles are listed in Appendix 2.



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### 3. Recommendations

That Cabinet :

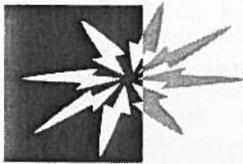
- 3.1 **Funding and investment package for Tottenham:** agrees and supports the funding and investment programme for Tottenham of £41.345m. as outlined in para 1.1 above.
- 3.2 **North Tottenham investment package :** approves in principal a further allocation of £5m to make a total of £9m investment (including £4m capital programme investment already provisionally agreed by Cabinet on 20/12/11 but subject to Full Council agreement) in North Tottenham (linking with the Mayoral investment of £18m.) to support:
- a contribution to heritage building improvements in the vicinity of the NDP Scheme (£3m.);
  - a contribution to public and community event space to be provided as part of the NDP Scheme (£5m.);
  - environmental improvements on Worcester Avenue (£0.5m.); and
  - the formulation of a phased North Tottenham regeneration masterplan with a primary focus on the area west of High Road centred on White Hart Lane (£0.5m.);

This further allocation of £5m will be formally added to the Capital Programme at an appropriate point in the future once the relevant part of the NDP scheme has progressed and when funding has been identified.

- 3.3 **Growth on the High Road:** notes that funding for the 'Growth on the High Road' programme is for the projects in the Outer London Fund (OLF) bid submitted to the GLA on the 14<sup>th</sup> November 2011 (attached as appendix 4) and notes that the match funding is made up of:
- Officer resources (£100k)
  - S106 monies for environmental improvements to Tottenham Green (£100k)
  - Diocese of London contribution to improvements to the Old School Yard on Tottenham Green (£80k)
  - English Heritage contribution (£25k)
  - Design for London contribution (£40k)

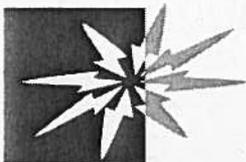
This further allocation and expenditure of £2.5m will be formally added to the Capital Programme at a future date following agreement with the GLA on the terms and conditions and profiling of the expenditure.

- 3.4 **Opportunity Investment Fund:** approves the Council's match funding commitment to the Opportunity Investment Fund of £1m. Please note that this was approved by Cabinet on 20/12/11 as part of the provisional capital programme for 2012 – 2015 and is subject to agreement of Full Council;
- 3.5 **Employment and Skills Programme:** notes the funding allocation from the GLA and seeks approval for the Council's match funding. Please note that the detail of the Employment and Skills Programme will be the subject of a separate report to Cabinet at a later date, although the £1.5m match funding can be met from the £2m total made available for Worklessness schemes elsewhere on this meeting's agenda;



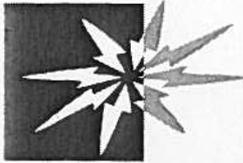
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- 3.6 **Employment and Enterprise Centre at 639 High Road:** notes the GLA have set aside a sum of £3m for bringing 639 High Road (Council premises) back into use as an Employment and Enterprise Centre. The intention is that, subject to Cabinet's decision (the subject of a separate report to this Cabinet meeting), the building will be sold to the GLA which will take responsibility for the refurbishment and future revenue funding. The Council will be involved in shaping the proposal and the GLA funding is to purchase the building from the Council, undertake the refurbishment works and develop a range of initiatives that will support enterprise and skills development for the local community. Cabinet is asked to note that the Mayoral funds identified for this project will be used to provide the Council with a capital receipt (secured at market value) and that the balance of capital and revenue monies will be used to refurbish the building and develop the initiatives offered at the centre. This balance of monies will not be passed to the Council.
- 3.7 **Agreements for Mayoral funds that will be paid to the Council :** authorises the Directors of Place and Sustainability and Corporate Resources, in consultation with the Leader of the Council, to sign all necessary grant funding agreements with the Mayor of London for Mayoral funds that will be passed to the Council for investment in Tottenham.;
- 3.8 **Approve the allocation and expenditure of Mayoral funds :** approves the allocation and expenditure of Mayoral funds that are to be passed to the Council as indicated in Appendix 1:
- highway, parking and pedestrian route improvements in North Tottenham to be undertaken in phase with NDP Scheme construction (£3.5m.)
  - district-wide combined heating and power scheme in North Tottenham with capacity to serve proposed and potential new development in the area (£2.5m.);
- These items will be added to the Capital Programme once full agreement with GLA on terms and conditions and profile of spend is agreed.
- 3.9 **Key focus on North Tottenham :** attaches a high priority to the phased regeneration of North Tottenham to capitalise on and complement the delivery of the THFC NDP Scheme with, as a next phase, a focus on the 10 hectares area between Tottenham High Road, Brereton Road, the railway line and the borough boundary (including exploring with residents the potential for estate renewal of the Love Lane/Whitehall Street housing estates and neighbouring blocks);
- 3.10 **Consultation with local residents and businesses :** authorises consultation with local residents and businesses on the principle of promoting the next phase of regeneration in the Northumberland Park area. The recent 'Have your Say' consultation on the regeneration plans for Tottenham identified the Northumberland Park area as a priority for regeneration and investment. This consultation will engage residents and businesses in Northumberland Park (including the area west of the High Road, as shown on the plan in Appendix 3) in developing plans and proposals for the area. The consultation will use the draft key principles set out in Appendix 2 (together with the Council's planning policies) as a basis for driving key regeneration outcomes;



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- 3.11 **Memorandum of Understanding** : notes that a non-binding Memorandum of Understanding has been signed with Tottenham Hotspur that sets out the intentions of both parties (without fettering the future exercise of discretion of either Cabinet or the Planning Sub-Committee) to support the delivery of the NDP scheme in the North Tottenham area and to explore the potential for wider regeneration in the area.
- 3.12 **Proposed NDP Scheme & s106 revisions**: notes the proposed NDP scheme amendments and revised s.106 to be considered at Planning Sub Committee on 13/02/12.
4. **Other options considered**
- 4.1 Supporting regeneration in Tottenham is a major Council priority and these recommendations will initiate the next phase of economic, social and physical regeneration for Tottenham.
- 4.2 These recommendations also support the delivery of the NDP Scheme which, in turn, can act as a catalyst for wider area regeneration consistent with the Council's objectives.
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 developing a draft Regeneration Strategy for Tottenham (to be considered by Cabinet on 20<sup>th</sup> March.). 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:
- Safe, Secure and Confident Communities
  - Thriving Businesses and More Jobs
  - High Quality Housing
  - Excellent Public Space and Transport
  - Investment in Tottenham
- 5.2 The investment package detailed in this report is informed by the priorities identified in para. 5.1 and by the feedback received so far during the public consultation exercises.



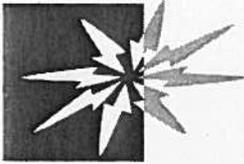
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**5.3 North Tottenham / Northumberland Park Investment Programme**

- 5.3.1 Central to the regeneration ambitions for Tottenham will be the ability to capture and exploit for the area the catalyst brought about by the potential £400m investment from a new Tottenham Hotspur football stadium and associated development. To deliver this opportunity in current challenging conditions requires co-ordinated investment by the Council, Mayor of London and the private sector.
- 5.3.2 The THFC NDP scheme can bring major benefits for Tottenham, signalling confidence in the area to counteract the negative images of last summer's riots. It will complement other important elements of the Tottenham recovery and regeneration strategy being spearheaded by the Council and partners. However, the building of a new stadium is only part of the regeneration solution. This catalyst, if properly harnessed, can provide the Council with a unique opportunity to secure more than just a stadium development. It can encourage regeneration across North Tottenham and beyond providing a new leisure destination, plus new homes and jobs in an area where investment is key to providing opportunity for local people, as well as raising the profile of North Tottenham across London, nationally and internationally.
- 5.3.3 Measures need to be considered to increase the viability of the NDP Scheme. Some of these, eg. revising the existing s106 legal agreement with Tottenham Hotspur and increasing the scale of development in the NDP Scheme, will be considered and determined by the Planning Sub-Committee at its next meeting on 13 February 2012.
- 5.3.4 Other measures are for Cabinet decision and are the subject of this report. A package of £27m. public sector investment (£18m. from the Mayor of London and £9m. from the Council) is proposed to help kickstart area regeneration. This includes investment that both complements the NDP Scheme and benefits the wider area and, at the same time, helps to boost confidence for private sector investors.

**5.4 Current Position**

- 5.4.1 Planning permission was granted for the THFC NDP Scheme on 20 September 2011 following the completion of the s106 agreement. However, THFC has made it known for some time that its new Stadium was not financially viable especially given the current very difficult situation in financial and development markets.
- 5.4.2 The Council has commissioned specialist advice on the Club's financial projections. This advice concludes that the Club is prudently managed and there is reasonable use of additional revenue from the larger Stadium to repay loan funding as well as recycling part of the capital receipts from the linked commercial and residential development. Advisers have indicated that the Club's financial assumptions are reasonable. Subject to approval to the measures being recommended in this report, together with the measures to be considered by the Planning Sub-Committee, the advice concludes that the Club now has a financial plan that has a reasonable prospect of supporting a viable and implementable NDP development.

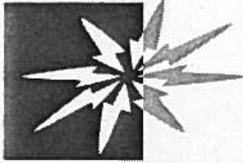


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- 5.4.3 There is a determination to bring forward the stadium development in order to capture the catalyst that the investment could provide. The stadium will bring investment, additional spending power, new jobs and homes. It is seen as central to the ambition to provide a new leisure-led destination in North Tottenham that could then attract further private sector investment. It provides the opportunity for the borough, with the support of local people, to bring about lasting change in the area.
- 5.4.4 In recent months the Council has also been consulting the local community to understand what type of change and regeneration people want to see in Tottenham. The key messages are that local people want safe, secure and confident communities, thriving businesses, more jobs, high quality housing, excellent public spaces and transport, and more inward investment.
- 5.4.5 The comprehensive regeneration of Tottenham requires investment in a full range of physical, social and economic measures across the four key character areas within Tottenham. The regeneration of the Northumberland Park area of north Tottenham is a strategic priority for the borough and for the Mayor of London such that public investment that complements existing proposals for the major stadium led regeneration scheme is vital for the transformation of one of the most deprived areas of the UK.
- 5.4.6 Negotiations have taken place with THFC and the Mayor of London to secure a public sector investment package that has the ability to stimulate further investment and bring forward complementary initiatives to improve the wider area. The Council's element of that package requires Cabinet's approval to the recommendations in this report.
- 5.4.7 In order to capture the key elements of these negotiations, the Council has entered into a Memorandum of Understanding with THFC. The Memorandum outlines the anticipated funding package for the whole area (including the provisions that are being recommended in this report), together with a range of other statements of intent to work with THFC to promote wider area regeneration. While the Memorandum is commercially confidential, it is not legally binding and cannot fetter the future exercise of the Council's discretion. However, it is important for private sector investment confidence and to outline a 'direction of travel'. There are no formal commitments until relevant decisions are taken by the Cabinet (as per this report), Planning Sub-Committee or other Committees as appropriate in accordance with the Council's Constitution.
- 5.4.8 In the light of the Memorandum and the negotiations with the Mayor, THFC has now announced its commitment to stay in Tottenham and is restructuring itself as a private company to be in a better position to secure development finance for the NDP Scheme.

**5.5 Public Sector Investment & Regeneration in North Tottenham**

- 5.5.1 In a letter dated 16 January 2012, the Mayor of London has committed to invest £18m. to support North Tottenham's regeneration (alongside, and as part of, the wider announcement of the £41.345m public / private funding package for the Tottenham regeneration programme). The specific elements of that investment are set out in Appendix 1. Subject to completing grant funding agreements with



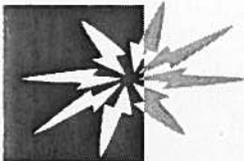
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the Mayor, it is proposed that £6m. of that will be passed to the Council in relation to North Tottenham (alongside £7m of other funding for regeneration projects in Tottenham.)

- 5.5.2 This Mayoral investment is linked to an additional co-ordinated and match funded investment by the Council of £9m. (subject to Cabinet approval to the recommendations in this report) producing total new investment of £27m. to support regeneration in North Tottenham. Cabinet has already approved £4m. investment in North Tottenham through the provisional capital programme for 2012/15 (however, this is subject to Full Council approval). This report requests a further £5m capital investment be committed to support regeneration in North Tottenham. The source of this funding is yet to be confirmed, but includes the possibility of being able to apply land receipts that may arise as part of any future estate renewal in the area. A financial viability exercise will reveal the potential for realising such a receipt.
- 5.5.3 Appendix 1 summarises the elements to be funded from the £27m. package. Funding by, or to be made available via, the Council is recommended to focus on five key elements of complementary investment to the NDP Scheme that will provide wide community benefits:
- new public and community event space;
  - heritage improvements
  - highway and parking improvements;
  - environmental improvements; and
  - a potential district-wide heating and power scheme.
- 5.5.4 Mayoral investment will help to secure land for new public space as a 'Stadium Approach' linking the new THFC Stadium with a potential new ticket hall situated at the southern end of White Hart Lane Station platform. This scheme may also bring new homes and commercial space. The Mayor will also provide funds to Transport for London towards providing additional passenger capacity at Tottenham Hale Station. Although not in North Tottenham, this is an important project to make travel to North Tottenham easier on Stadium event days as well as promoting Tottenham Hale as an investment and visitor destination.

**5.6 Proposed NDP Scheme changes and s106 Agreement**

- 5.6.1 Separately, the Planning Sub-Committee, at its next meeting on 13 February 2012, will be recommended to consider other elements of the overall package to help improve the viability of the NDP Scheme being funded by the private sector:
- increasing development floorspace to increase realisable value;
  - reviewing the extent of s106 funding obligations; and
  - considering the housing tenure mix of proposed new homes.
- 5.6.2 Specific highway, parking and pedestrian route improvements are proposed to be undertaken as part of the public sector package (£3.5m.) with an additional £3.5m. of Mayoral funds supporting improvements at Tottenham Hale Station. Cabinet's decision to allocate £3.5m. of the Mayor's funds to highway, parking and pedestrian route improvements is necessary to inform consideration by the Planning Sub-Committee of a report to review the extent of s106 obligations on 13 February 2012.



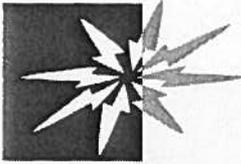
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### **5.7 Opportunity for wider regeneration in North Tottenham**

- 5.7.1 The proposed Council and Mayoral investment, together with the other measures to improve development value and reduce development costs of the NDP Scheme (subject to Planning Sub-Committee approval), now leads, in the opinion of specialist consultants appointed by the Council, to a reasonable prospect that the NDP Scheme will be able to attract the required private sector funding. That, in turn, should help bring forward wider regeneration attracting additional inward investment in North Tottenham and further new homes, jobs and public space.
- 5.7.2 The THFC investment provides a real opportunity for the community in North Tottenham to benefit from wider regeneration. Without it, there will be no catalyst to begin the process. However, the catalyst that this investment can provide for wider area regeneration and sustainable improvements in the local area – social, economic and physical – needs to be galvanised by public sector intervention.
- 5.7.3 The initial focus for that intervention is proposed to be the area west of Tottenham High Road covering 10 hectares north of Brereton Road up to the borough boundary east of the railway line (see Appendix 3).
- 5.7.4 The Council owns 35% of this area with 297 homes, a leased commercial property, Coombes Croft Library and The Grange Day Centre/offices on White Hart Lane. The industrial land north of White Hart Lane contains car repair/storage uses, a food production factory, a Sainsbury store, under-occupied industrial premises and premises along the High Road. Most of this land is in third party private ownership though THFC does own some plots.
- 5.7.5 Subject to consultation with local residents and businesses, the area has the potential for substantial change and improvement. It is recommended that this opportunity be explored and approval be given to key principles (linking with existing planning policies) that should underpin consultation and the shaping of regeneration options. Draft principles are listed in Appendix 2. Progress and decision reports will be brought back to Cabinet as appropriate.

### **5.8 'Growth on the High Road' Investment Programme**

- 5.8.1 On the 14<sup>th</sup> November the Council submitted a comprehensive bid to the Mayor's Outer London Fund (OLF) for a range of projects and initiatives that would support growth and vitality on Tottenham High Road. The original bid submission was for over £10m of funding. Whilst noting the strength of the bid, the GLA requested that the projects be prioritised due to limited resources in the OLF. Following this, a prioritised bid for £2.505m of funding was submitted.
- 5.8.2 The key elements of the 'Growth on the High Road' investment programme are:
- Heritage and shop fronts improvements in Bruce Grove - £100k
  - High Road landmarks (inc. markets at Bruce Grove and Holcombe Road) - £335k
  - Transport and public realm improvements in Bruce Grove town centre - £450k



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- Tottenham Green: Cultural Hub (inc. landscaping, public realm improvements and market infrastructure) - £1.29m
- Interim uses, festivals and events (inc. film and arts programmes) - £130k
- Project delivery - £200k

5.8.3 Full details of the projects contained within the OLF bid are attached as Appendix 4.

**5.9 Opportunity Investment Fund Investment Programme**

5.9.1 This fund will be used to initiate projects and bring forward schemes and developments in Tottenham that otherwise could not happen either due to viability issues or lack of funding. Detailed option appraisals will be worked up for individual schemes and these will be subject to further discussions with Ward Councillors. Current options for the fund include:

- Entering into partnership arrangements and overcoming scheme viability issues for developments that are integral to realising the regeneration objectives on the High Road and at Tottenham Hale
- Bringing forward development and occupation of vacant residential and commercial sites
- Brokering agreements between landowners and developers
- The potential for providing gap funding to bring forward upgrades to accessibility and capacity at Tottenham Hale station, as well as improving connectivity between the station and the £400m Hale Village scheme through public / private partnership

5.9.2 Clearly, public resources for the regeneration programme were always going to be limited and an investment fund that 'pump primes' projects, as well as offers the potential for investment returns to be rolled back into the fund, can be a way of optimising funds to make things happen in the area. The delivery of these schemes will see new housing being built, new jobs being created from the associated development activity, commercial units and empty properties being brought into active use and potential for improved connectivity to the transport hub at Tottenham Hale station.

**5.10 Employment and Skills Programme**

5.10.1 The Council is committed to continue tackling worklessness in the borough. High and increasing unemployment is perhaps the greatest challenge facing Haringey - and this is particularly focused in the east of the borough. Tottenham has historically suffered from high levels of labour market deprivation and this has been exacerbated by the recession of 2008 and subsequent economic turbulence.

5.10.2 Labour market deprivation is particularly acute in Tottenham where there are 17,430 people claiming out of work benefits, 22.1% of the population aged 16-64 and 63% of the borough total. The out of work benefits claim rate in Tottenham is amongst the 5% highest across all parliamentary constituencies in England. Deeper geographical analysis shows Northumberland Park to have the highest out of work benefits claim rate, at 30.4%, of all wards in London.

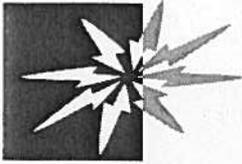


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- 5.10.3 Feedback from the public consultation events on the development of a regeneration strategy for Tottenham also shows that a lack of jobs, opportunities and enterprise is by far the biggest concern of local people.
- 5.10.4 The Council will be developing a new local programme tackling worklessness. Key elements underpinning the development of the new programme will be:
- aligning with the vision for, and utilising the opportunities from, a new **Employment and Enterprise Centre** at 639 Tottenham High Road
  - a focus on **young people aged 16-24**;
  - targeting **residents furthest away from work** who will not be supported by the Coalition Government's Work Programme and who will need **bespoke personalised support** to gain employment;
  - **creating private sector employment**;
  - **supporting local businesses and the local economy**
  - **contributing to and be tied to the development of the regeneration programme for Tottenham**
- 5.10.5 The £1.5m funding from the GLA will be used to support the development of this programme.
- 5.10.6 Full details of this new approach to employment will be contained in a separate report to Cabinet at a later date.

**5.11 639 High Road Employment and Enterprise Centre**

- 5.11.1 On top of the funding allocation for the Tottenham regeneration programme the GLA has set aside a sum of £3m for bringing back into use 639 High Road as an Employment and Enterprise centre. Prior to the riots 639 High Road housed the Council's Planning and Building Control service as well as parts of Homes for Haringey. Situated opposite Carpet Right and JobCentre Plus, the loss of these buildings in the riots have had an adverse affect on visitors and economic activity on that part of the High Road.
- 5.11.2 As stated in para 5.10.3, one of the key concerns coming through from residents are the lack of job and enterprise opportunities for residents of Tottenham. The development of an Employment and Enterprise Centre at 639 High Road could offer the following core services:
- **Enterprise space & support** – a centre for social entrepreneurs and business development, mentoring & administration support, short term space, workshops, and networking for start-ups or early stage businesses, links to existing and new incubator space or appropriate premises, a brokerage for sponsorship, loan and investment finance opportunities.
  - **Employment and Skills Brokerage** – linking together the existing employment and employability services, a front-facing service for individuals from the age 16-64 seeking support into work, an employment brokerage service to employers offering advice and support on overcoming red tape, apprenticeships and incentivising local employment.
  - **Support to young people and people at the entry levels of jobs/careers** – including identifying local support services/businesses, links to sports coaching, music, leisure food and hospitality sector opportunities, support



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to school and college career development initiatives through work experience, apprenticeships, training and volunteering.

- **Support to the Volunteer Network** – a focal point for local volunteering and work experience, a place for local people and businesses to support others through mentoring, knowledge and advice and a centre for business and career seminars, special events and initiatives.
- **Café and Crèche** – offering training and skills development in the hospitality and care professions, providing networking space for businesses and individuals, providing assistance to individuals with family and care responsibilities.

5.11.3 A separate report on the future use of 639 High Road is being considered at this Cabinet meeting (7/02/12). Subject to Cabinet's decision, the recommendation is that it should be sold to the GLA which will take responsibility for the refurbishment of the building and ongoing revenue funding. The Council will then work in partnership with the GLA to shape the proposals for the development of the Employment and Enterprise Centre. The funding identified by the GLA is to undertake the refurbishment works and to develop and run the enterprise initiatives.

5.11.4 Full details, supporting information and options analysis is contained in a separate report to this Cabinet meeting (7/02/12).

**6. Housing Service comments**

6.1 Part of this report describes the potential benefits of regeneration to the west of the football stadium, and recommends that early consultation takes place with residents to gauge their views on the principle of regeneration in the area.

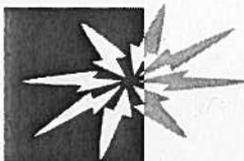
6.2 To improve the quality of housing, tackle neighbourhood disadvantage, attract investment and build sustainable and cohesive communities, it is essential that the Council considers the extent to which all sites – including the area to the west of the stadium – can contribute to the regeneration of Tottenham.

6.3 It is essential, also, that, as is proposed, the Council consults with local residents at an early stage and that all consultation with residents is carried out in partnership with Homes for Haringey and other registered providers.

6.4 Any regeneration proposal for the area must have regard to the aspirations, financial interests and housing needs of the leaseholders and social housing tenants. It is expected that any units of social rented housing that are lost in the course of any redevelopment will be replaced and that any social housing tenants who want to remain in the area will be rehoused in that area.

**7. Comments of the Chief Finance Officer and financial implications**

7.1 Although the headline announcement is a total package of £41.345m it is important to understand that this represents a combination of;



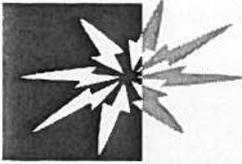
### Haringey Council

- New Funding from External Organisations (primarily the GLA)
- Existing funding from external organisations
- Existing Council Funding approved at prior meetings but subject to Full Council approval
- Additional Council Funding to be agreed
- The value of in kind support where no actual money will be received

7.2 This is shown in more detail below;

Description	Amount £ms	Source	Status
North Tottenham / Northumberland Park	4	Council Capital	Agreed by Cabinet 20/12/2011 in draft capital budget for 2012/13 subject to agreement of Full Council
North Tottenham / Northumberland Park	5	Council Capital	To be agreed in principle as part of this report with source of funding to be agreed at a later date
North Tottenham / Northumberland Park	18	GLA (please see Appendix 1 for full breakdown)	Confirmed by GLA
Growth on the High Road	2.5	GLA / OLF Bid	Confirmed by GLA
Growth on the High Road	0.2	Council	£100k is committed S106 £100k of officer resources
Growth on the High Road	0.145	Other (please see Appendix 1 for full breakdown)	£25k EH funding confirmed; £80k Diocese of London funding is in kind support; £40k Design for London funding TBC
Opportunity Investment Fund	3	GLA	Confirmed by GLA
Opportunity Investment Fund	1	Council Capital	Agreed by Cabinet 20/12/11 in draft capital budget for 2012/13 subject to agreement of Full Council
Employment and Skills	1.5	One-off additional funding identified in the Medium Term Financial Strategy	Funding in principle to be agreed by Cabinet on 7/2/2012 and subject to agreement of Full Council. Detailed programme to be agreed by Cabinet at a later date
Employment and Skills	1.5	GLA	Confirmed by GLA
Employment and Skills	1.5	From Local Businesses	To be secured from the private sector as part of new programme
639 High Road	3	In kind support from GLA	Subject to Cabinet decision 7/2/2012. No funding will be received by the Council, aside from capital receipt from disposal.
<b>Total</b>	<b>41.345</b>		

7.3 Where the status is 'Confirmed by the GLA' this means the amount has been agreed in principle but the exact detail of the project will need to be agreed in



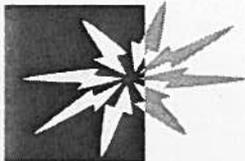
**Haringey Council**

partnership with GLA and it is likely that funding will only be passed over once this is resolved.

- 7.4 Thus the only additional Council resources to be agreed by this report are the £5m for the North Tottenham / Northumberland Park development. The source of this £5m. is still to be identified, however it could come from land sale receipts should estate renewal progress. It should be noted that there is no guarantee of the exact amount of income that will be received here and the Council needs to ensure it complies with regulations governing the use of capital receipts where Housing Revenue Account land is involved. If estate renewal does not progress then alternative funding will need to be identified to comply with the investment package.
- 7.5 Complementary to this report, Planning Committee will be asked to reconsider the NDP Section 106 payments to be made at their meeting on 13/02/12.
- 7.6 Where funding from the GLA is expected to fund projects or to be passed through the Council to complement the NDP scheme, the Council will need to be assured that all relevant agreements are complete with the GLA before entering into any commitments.
- 7.7 The Council is working with external advisors to assure itself that the business model presented for the Northumberland Park Development scheme is robust and offers the best opportunity to deliver wider regeneration in North Tottenham.
- 7.8 Revenue funding for the Tottenham Team to support the Regeneration Programme is considered within a separate report to this Committee.

**8. Head of Legal Services and legal implications**

- 8.1 The proposed amendments to the NDP S.106 Agreement are to be considered and determined by Planning Sub-Committee on the 13th February. That Committee will also be considering two planning applications to amend the existing planning permission to allow further development as part of the overall aim to improve the viability of the stadium proposal. The allocation of funds by Cabinet does not fetter the future exercise of discretion by Planning Sub-Committee in considering and determining those matters.
- 8.2 The issue of State Aid for the whole package will be considered and no monies will be committed by the Council until appropriate counsel's advice has been received about this issue.
- 8.3 The Memorandum of Understanding is not legally binding on any of the parties. It will not fetter the future exercise of the Council's discretion and is subject to the necessary Cabinet, Planning Sub Committee and other consents required. The MoU has appropriate safeguards to ensure that Council expenditure is contingent on receipt of Mayoral funds.



**Haringey Council**

**9. Equalities and Community Cohesion Comments**

- 9.1 The Index of Multiple Deprivation scores show that areas in the east of the borough particularly the north east, in White Hart Lane and Northumberland Park have the highest levels of deprivation in the borough. Of the 144 Super Output Areas across the country, 26% are among the top 10% most deprived in the country. All except one of these is in the east of the borough, populated predominantly by Black and Ethnic Minority communities and characterised by among other things: higher than average levels of unemployment; lower levels of skills and qualifications and; lower than borough average rate of self-employment
- 9.2 The funding package and the investment and regeneration programmes outlined in this report are targeted at these most deprived districts of Haringey and will 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 choose to live, work and stay throughout their lives, thus enhancing community cohesion in the area.
- 9.3 We are meeting with specific equalities groups as part of the development of the Regeneration Strategy. A full Equalities Impact Assessment will also be developed as part of the draft Regeneration Strategy that will be considered by Cabinet on March 20th.

**10. Head of Procurement Comments**

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

**11. Policy Implications**

n/a

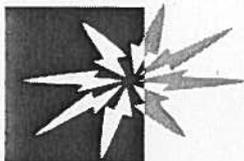
**12. Use of Appendices**

- Appendix 1 – Tottenham Regeneration Programme – Public Sector Investment Package
- Appendix 2 – Draft Transformation Principles for North Tottenham
- Appendix 3 – Plan of High Road (west) area
- Appendix 4 – Outer London Fund bid

**13. Local Government (Access to Information) Act 1985**

**Background Papers**

- s106 Agreement dated 20 Sept. 2011 between THFC, the Council, Transport for London and other parties
- Letter from the Mayor of London 16 January 2012 'North Tottenham Regeneration Funding'

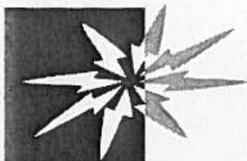


**Haringey** Council

**Appendix 1. Tottenham Regeneration Programme – Funding and Investment Package**

**1. North Tottenham / Northumberland Package Investment Package**

Measures	£ (capital)	£ (revenue)	Funded by	Year
<b>Highway, Parking &amp; Environmental Improvements:</b>				
▪ Highway, bus & ped'n. route improvements (linked to construction of NDP Phases 1 & 2)	£2.22m.	-	Mayor (to LBH)	2011-13
▪ CPZ – Haringey (inclgd. free residents permits) (linked to construction of NDP Phases 1 & 2)	£0.98m.	-	Mayor (to LBH)	2013-15
▪ Road closures and Traffic Management Orders (linked to NDP Phase 2)	£0.1m	-	Mayor (to LBH)	2012
▪ Access to Northumberland Park Station	£0.2m.	-	Mayor (to LBH)	2012
Worcester Avenue – environmental, traffic & parking improvements	£0.5m	-	LBH	2016
<b>Sub-total</b>	<b>£4m</b>	-		
<b>Public Transport Capacity Improvements:</b>				
Tottenham Hale Station – funding towards gateline and escalator passenger capacity improvements	£3.5m.	-	Mayor (to TfL)	2012-16
<b>Sub-total</b>	<b>£3.5m</b>	-		
<b>Public realm and heritage improvements linked to NDP Scheme:</b>				
▪ Heritage building improvements	£3m.	-	LBH	2012-14
▪ Contribution to community event and public space	£5m	-	LBH	2015-16
<b>Sub-total</b>	<b>£8m</b>	-		
<b>Wider Area:</b>				
▪ CCHP plant – funding towards construction of plant with capacity to serve NDP & potential new development in North Tottenham	£2.5m.	-	Mayor (to LBH)	2013-14
▪ Stadium Approach – land acquisition and new public boulevard/square linking to new White Hart Lane Station ticket hall	£8.5m	-	Mayor	2012-15
▪ North Tottenham Regeneration Masterplan	£500k	-	LBH	2012
<b>Sub-total</b>	<b>£11.5m</b>	-		



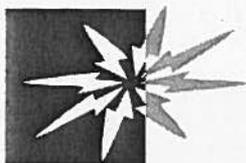
**Haringey** Council

**Total Funding:**

Mayor £18m.  
Council £9m.  
£27m.

**2. Growth on the High Road (OLF bid)**

Measures	£ (capital)	£ (revenue)	Funded by	Year
<b>1. Heritage &amp; Shop Front Improvements</b>				
Bruce Grove Priority Schemes	£100k	-	Mayor (to LBH)	2012/13
<b>2. High Street Landmarks</b>				
Bruce Grove Toilets – external works	-	£25k	English Heritage	2012-14
Monument Way Toilets – design options	-	£10k	Mayor (to LBH)	2012-14
Bruce Grove Market – new canopy	£100k	-	Mayor (to LBH)	2012-14
Holcombe Road Market – new canopy	£200k	-	Mayor (to LBH)	2012-14
Westerfield Rd Arches – market feasibility study	-	£25k	Mayor (to LBH)	2012-14
<b>3. Transport and Public Realm</b>				
Bruce Grove Town Centre Public Realm	£450k	-	Mayor (to LBH)	2012-14
<b>4. Tottenham Green: Cultural Hub</b>				
Landscaping of the Green	£400k	-	Mayor (to LBH) - £300k LBH - £100k	2012-14
Installation of market infrastructure	£150k	-	Mayor (to LBH)	2012-14
Old School Yard	£280k	-	Mayor (to LBH) - £200k Diocese of London - £80k	2012-14
Bernie Grant Arts Centre – public space	£90k	-	Mayor (to LBH)	2012-14
Improvements to footpaths	£50k	-	Mayor (to LBH)	2012-14
Town Hall Approach Road – raised carriageway	£500k	-	Mayor (to LBH)	2012-14
<b>5. Meanwhile uses, festivals and events</b>				
Community Film festival – Film London & LOAF	-	£60k	Mayor (to LBH)	2012/13
Tottenham Public Room	-	£80k	Mayor (to LBH) - £40k	2012/13


**Haringey Council**

			Design for London - £40k	
Arts Programme – Bernie Grant Arts centre / LOAF	-	£30k	Mayor (to LBH)	2012/13
<b>6. Project Delivery</b>				
Heritage and shop fronts project	-	£150k	Mayor (to LBH) - £100k LBH - £50k	2012-14
Programme management	-	£150k	Mayor (to LBH) - £100k LBH - £50k	2012-14

**Total Funding:**

Mayor	£2.505m.
Council	£200k
Other	£145k
	<b>£2.85m.</b>

**3. Opportunity Investment Fund**

Measures	£ (capital)	£ (revenue)	Funded by	Year
Projects TBD following options appraisal and economic impact assessment	£4m	-	Mayor (to LBH) - £3m LBH - £1m	2012-14

**Total Funding:**

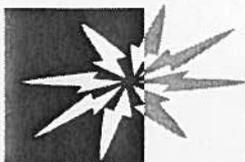
Mayor	£3m.
Council	£1m.
	<b>£4m.</b>

**4. Employment and Skills**

Measures	£ (capital)	£ (revenue)	Funded by	Year
Detailed programme TBD	-	£4.5m	Mayor (to LBH) - £1.5m LBH - £1.5m Private sector - £1.5m	2012-14

**Total Funding:**

Mayor	£1.5m.
Council	£1.5m.
Private sector	£1.5m
	<b>£4.5m.</b>



**Haringey Council**  
5. 639 High Road

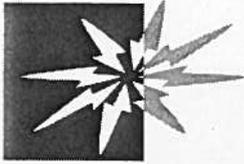
Measures	£ (capital)	£ (revenue)	Funded by	Year
Purchase and refurbishment	£2m	-	Mayor	2012/13
Employment, enterprise, training, skills and volunteering initiatives	-	£1m	Mayor	2012-14

**Total Funding:**

Mayor

£3m.

£3m.



**Haringey** Council

**APPENDIX 2**

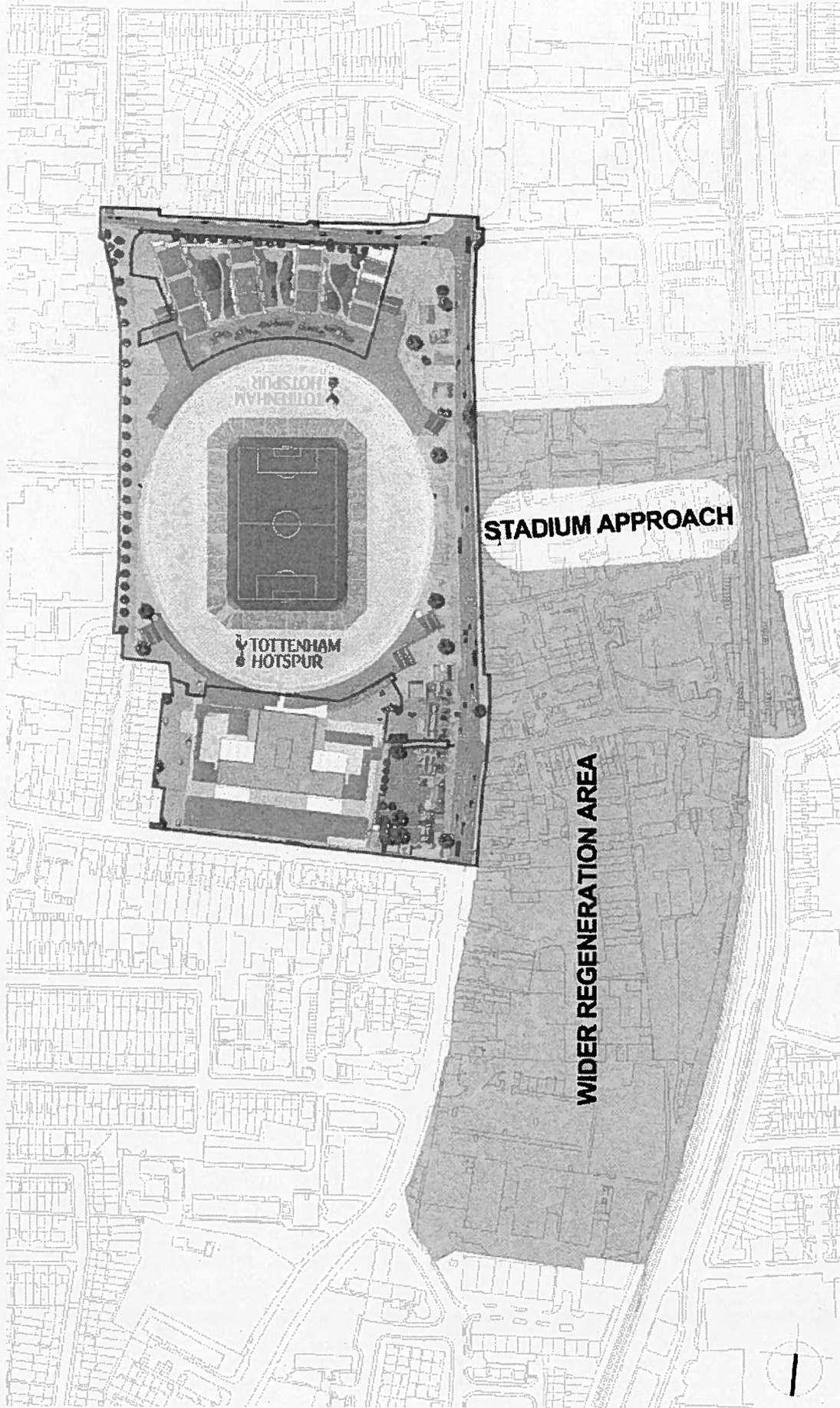
**North Tottenham's 10 Transformation Principles (Draft for consultation):**

*Regeneration proposals for North Tottenham will encompass:*

1. *Phased redevelopment and improvement focused on enabling existing residents to stay in the area in better quality homes*
2. *Expanding housing choice and supply*
3. *Social and economic development programmes to increase educational attainment, job skills and opportunity for local people*
4. *Fostering the growth of new and existing businesses in appropriate locations and, where moves are necessary, supporting firms to remain in Haringey*
5. *Increasing jobs*
6. *Sustainable development with access to new public spaces for community and cultural events*
7. *Phased provision of supporting community infrastructure, including school places and healthcare facilities*
8. *Increasing residents' and visitors' perceptions of safety*
9. *Catering for the needs of visitors, maximising spend in North Tottenham while minimising adverse impacts on residents and businesses*
10. *Maintaining strong public transport links with the wider area and modernising rail infrastructure*



Appendix 3. Site Plan



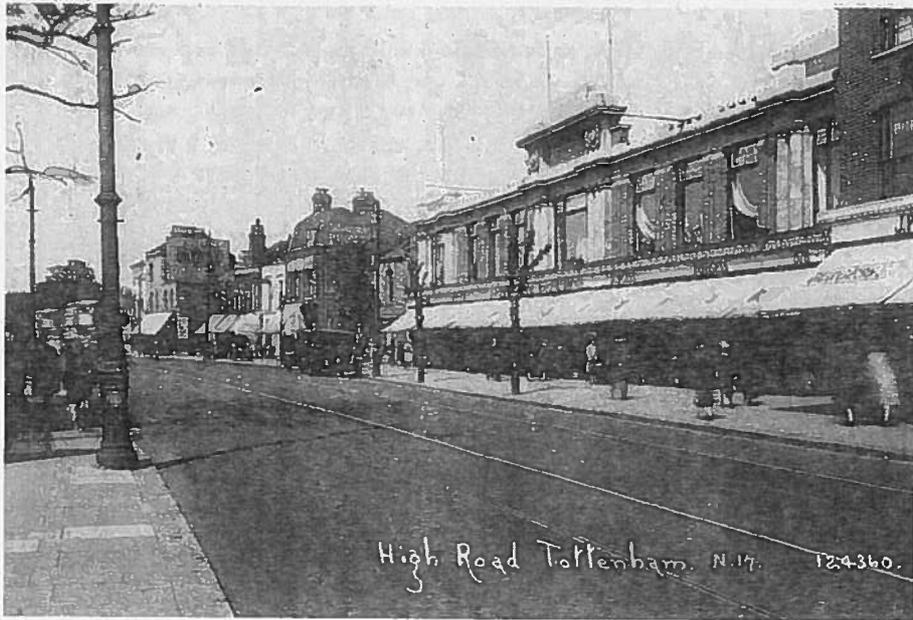


# **Tottenham High Road**

## **Growth on the High Street**

In support of LBH bid for the Outer London Fund - Round 2

November 2011



Tottenham High Road circa 1910

High Road Tottenham. N.17. 124360.

## The Challenge

On the evening of 6th August 2011 Tottenham High Road bore witness to the most extraordinary scenes of civil disturbance in decades. The protesting that turned into a standoff with police and escalated to widespread looting and arson triggered a week of civil unrest across the capital and other major English cities and left the high road scorched and strewn with rubble.

Over 200 businesses were disrupted, 9 businesses closed because their properties were destroyed. Consumer confidence has been badly shaken and when local retailers were surveyed they felt that trade was down by over 50% in the weeks following the disturbances.

This was a brief but destructive event in the long history of Tottenham. The disruption to business exposed serious structural weaknesses in the small business economy

- traders whose turnover is less than £800 per week
- traders who couldn't afford to fully insure their contents.

Tottenham High Road is an architecturally rich site embedded in a richly diverse local community with Tottenham Hotspur FC as a key cultural asset, but that opportunity and latent dynamism is not translating to success in the small business economy.

This bid seeks to revitalise and improve the look and feel of the environment and infrastructure and to be an excellent platform for ongoing and wide reaching regeneration schemes.

This bid complements the proposals submitted under the Mayor's Regeneration Fund, outlined in section 4.



# Contents

This document is intended to support the LB Haringey application for Outer London Fund round 2 funding to be made in mid November 2011.

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  - 1.3 High Road Challenges

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*Action 2 - Regeneration and Restoration of Community Landmarks.*

*Action 3 -Public Realm & Transport Works: Tottenham Hale to and including the High Road.*

*Action 4 - Tottenham Green Cultural Events Space.*

*Action 5 - Meanwhile Uses: Public Rooms & Events.*

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# 1

## 1.1 The Place

### **Tottenham, Haringey**

Tottenham is part of the London Borough of Haringey which is an outer London borough defined along its eastern boundary by the geography of the Lea Valley and the reservoirs within the valley.

Tottenham is a key strategic location within the Upper Lee Valley Opportunity Area and the London-Stansted-Cambridge-Peterborough growth corridor and is well connected by road and rail to the City and West End in the Central Activities Zone.

Tottenham has a population of 91,201 and comprises a rich mix of different nationalities, cultures and ethnic backgrounds. 36% of the population are under the age of 24 (compared with just under 28% for the rest of the borough) and almost 200 languages are spoken.

The economic geography of Tottenham is based upon various connected centres of economic activity on the radial transport corridor of the High Road (A1010) which connects Tottenham with the M25, the City and central London.

### **The High Road**

The High Road is a historic route into London that has become a diverse and varied mixed-use high street that now plays a key role in linking a series of north London communities. The distinct centres on the High Road include Northumberland Park & White Hart Lane which is home to Tottenham Hotspur, the historic Georgian high street area at Bruce Grove, the emerging cultural hub at Tottenham Green and Seven Sisters which is rich in multi-cultural life.

The reconfiguration of Tottenham Hale gyratory to take two way traffic will connect the High Road with the Hale Village redevelopment scheme happening at Tottenham Hale and open up a London Plan Opportunity Area for major housing growth and job creation.

Tottenham's current economic structure is enriched by a vital and diverse package of small independent

retailers and service sector businesses, as well as a variety of industrial business in and around the High Road and also in the Lea Valley.

### **Growth**

Moving forward, our regeneration ambitions for Tottenham will be focused on four priority areas along the High Road corridor. This will create an enhanced leisure destination with new housing and jobs that will complement the new Tottenham Hotspur stadium complex. To the South, the High Road will be anchored by a major mixed use development at Wards Corner which through the improvement of the public realm as a result of the reconfiguration of the Tottenham Hale Gyratory will link to the emerging Tottenham Green leisure, education and cultural quarter.

The commercial heart of the High Road itself has potential for 250 new homes through intensification of sites and a range of public realm, transport and shop front improvements. Linked to the High Road through the reconfiguration of the Tottenham Hale gyratory, Tottenham Hale has seen significant private and public investment to date and as a result of this combined with other development opportunities that area has the potential to become a town centre with high density mixed use community creating over 4,000 new homes and jobs, high quality employment space and retail park and significantly improved urban realm improving public access to Lee Valley Regional Park.

The borough recognises that employment, community and culture in Tottenham are centred around the High Road and it is essential that the High Road is able to support growth in the area as well as attract visitors from other parts of London. This is recognised by the borough-led commissioning of East Architects to produce the High Road Urban Framework, issued in January 2011. This framework strongly informs the approach to this bid which seeks to continue delivering the objectives set out in the framework document.

## 1.2 High Road Opportunities

Tottenham High Road is a bustling, diverse London high street. A trading route for two thousand years, the High Road has many layers of architectural and cultural heritage that is a strong foundation for the high street's growth and is potentially a strong attractor to inward investment. Today its commercial and civic role reflects the diverse Tottenham communities that surround it and reaching out into the neighbouring boroughs.

It also attracts tens of thousands of visitors to the Tottenham Hotspur Stadium as well as local festivals, visual art events, film screenings, music and theatre performances as well as to the shopping corridor.

### **1) Significant new private and public investment is being made;**

Major projects on and around Tottenham High Road listed below are channelling significant private and public investment into the area over the coming years:

The Tottenham Hotspur Stadium and related development has been reported as being a potential investment of £400 million.

Hale Village to the east of Tottenham Hale Station will include 1,200 residential properties plus a range of community and leisure facilities.

The gyratory is being transformed into a two way system that includes the High Road and a new bus station at Tottenham Hale.

The RSL sector has invested in new affordable and intermediate tenure developments for example the development of new housing by Newlon Housing Trust behind the old Town Hall on Tottenham Green.

CONEL is continually seeking to strengthen and develop its campus at Tottenham Green.

The redevelopment of Wards Corner at Seven Sisters Road is being promoted for residential and mixed use development.

### **2) The High Road is a diverse and bustling retail corridor;**

Shops include major supermarket chains, local convenience and comparison retail as well as independent clothing and electronics outlets. There are also a number of pubs, restaurants and entertainment venues.

### **3) There is a highly valued historic fabric;**

There is a significant Georgian, Victorian and Edwardian built heritage on the High Road. This includes homes, shop fronts, civic buildings, museums, parks and landscapes at locations such as Seven Sisters, Tottenham Green, Bruce Grove and Scotland Green.

### **4) Tottenham High Road has a significant collection of community facilities;**

At the southern end of the high street is anchored by a series of institutions including the College of Haringey, Enfield and North East London, the Tottenham High Road Enterprise Centre, the Bernie Grant Arts Centre, the Marcus Garvey Library and a local authority leisure centre. There are thousands of users and visitors to these facilities each week.

To the north there are sports facilities and schools fronting the High Road.

### **5) Established infrastructure is in place;**

A series of development sites have been identified. Approximately twenty sites have been identified with housing potential ranging from ten to a hundred homes, along with other uses.

Highways, public transport, utility services are all in place and the block and parcel framework is well established.

## 1.3 High Road Challenges

### 1) There are significant local housing pressures;

There are problems of over-crowding and high numbers in poor quality accommodation, high numbers in temporary accommodation, high numbers in homes in multiple occupations, a shortage of family accommodation and the particular housing needs for larger units of black and minority ethnic (BME) families.

There is scope for the High Road to help address housing pressures and this will be an important element in the success of an intensified borough.

### 2) There is deprivation to be addressed;

The Lower Level Index of Multiple Deprivation Super Output Area Analysis (SOA) shows that Northumberland Park, Bruce Grove and Tottenham Hale are all in the 5% most deprived SOAs in London. Housing and employment investment is required to reduce deprivation.

### 3) Property values have lagged;

Local property values are lower than in communities to the south and west despite good access to public transport and employment. Residential values increased more slowly during the 2001- 2007 boom than London as a whole and other parts of North London.

Average residential values for local wards are:

Northumberland Park - £ 210,846

Bruce Grove - £ 239,492

Tottenham Green - £ 252,142

Tottenham Hale - £ 201,021

Average values in the eastern part of Haringey lag well behind the west but this is an opportunity to provide much needed homes for families rather than low quality homes of multiple occupation.

### 4) The public realm detracts from the quality of place;

The public realm, the street-scape, landscape and open spaces, is inconsistent, aging, poor quality and under-used.

The High Road has a rich history with many buildings of national historic and architectural interest. However,

the character of the road has been somewhat eroded in the 20th century by less sympathetic interventions and a decline in the condition of the building fabric and public realm.

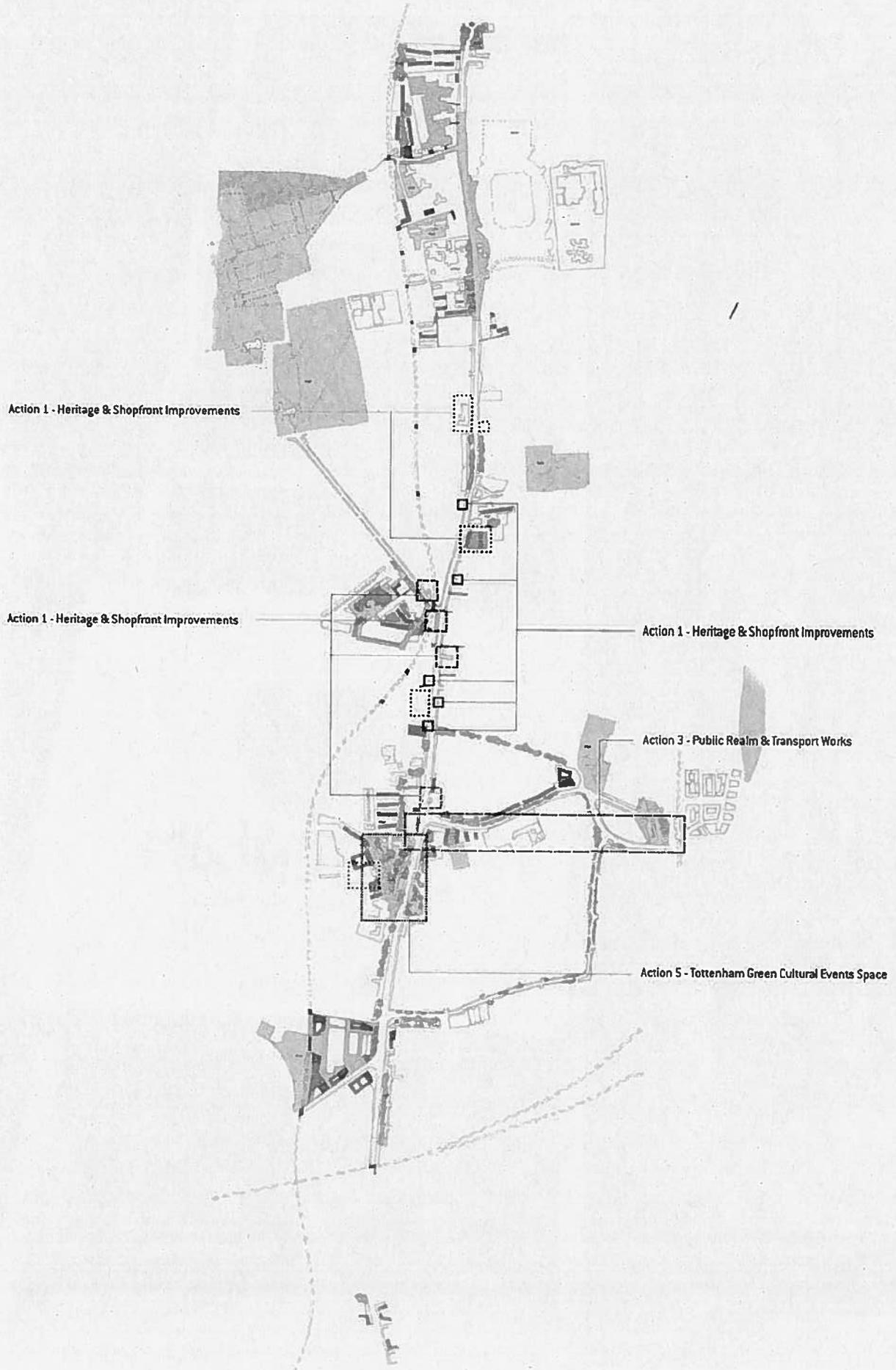
### 5) Site development will be required to enable public improvements;

It is expected that public funding will be constrained for the next three fiscal years at a minimum. Private investment needs to be encouraged and this investment could be prompted by a stronger high street environment.

### 5) The august riots have left scars on the high street and within the community that need to be addressed;

The riots have had a major impact on local communities and businesses. As well as the cost of the damage (45% of businesses were damaged or lost stock, 95% lost trade), the loss of such high street staples as the Post Office, Job Centre Plus, Carpet Right, Aldi and Fitness First have dramatically affected footfall for the wide range of small, independent businesses, often existing at the margins, that play a key role in job creation in the local economy.





# 2

## 2.1 The Actions

The intention of this bid is to begin a programme of works that facilitate growth on the High Road. In the wake of the disturbances and in light of the current and future housing growth anticipated in the area, it is essential to see the High Road as occupying a central role in making Tottenham a better place to live and visit.

All of the proposed actions pave the way for growth in terms of housing, employment and community.

## Action 1

### Continuation of Heritage & Shopfront Renewal Programme.

#### Proposal

A package of frontage and street level improvements to shop fronts and heritage facades on the high street.

#### Context

Over the last 10 years the Council, together with English Heritage and Heritage Lottery Fund, has been pursuing an ongoing programme of conservation led regeneration of the High Road. As a result many of its historic building and terraces have been repaired and reinstated, and now once again make a valuable contribution to uplifting the quality and character of the area. The most recent programme of works has delivered over £3.2million of historic building improvement works in the Bruce Grove conservation area.

A consolidated approach will be taken by focusing on defined commercial and mixed-use areas which are important to the local community and neighbourhood businesses that form the focus for community life and prosperity. The service will oversee the delivery of the scheme, contracting the professional team and building contractor which has proved to be successful in previous schemes.

The heritage and shopfront projects on the High Road will link in with other improvements in the area and create a synergy of regeneration to nearby existing communities and businesses, and other parts of Tottenham.

#### Outcomes

##### - Higher Quality High Street

Up to 20 buildings will be brought back into use and maintained. This will also help raise property value in the area.

##### - Greater Visitor Numbers

The renewed shopfronts will help attract new visitors from outside of the area and cement the High Road as a quality visitor and shopping location.

##### - Inward Investment & Economic Renewal

A minimum of 5 businesses will be created or accommodated in restored properties helping to trigger further inward investment.

##### - Education & Skills

Up to 20 tenants and/or landlords will be invited to gain skills by participating in design and construction processes.

##### - Job Creation

Up to 100 new jobs could be created on the High Road with around 100 more safeguarded.

#### Locations

Five packages of work have been identified four of which are to be considered for this bid the final one being a longer term and secondary ambition.

1. Bruce Grove Priorities (471-489 High Road)
2. North Tottenham Priorities
3. Tottenham Hotspur FC Heritage Buildings
4. Secondary Schemes
5. Reserve Schemes (not applied for)

#### Delivery Team

Land owners / stakeholders  
Heritage architect  
Graphic designer

#### Delivery Timescale

Medium to long term - 22-26 months.

Consultation with property owners and tenants would start in March/April 2012 prior to legal agreements being drawn up and signed. The schedule of works would be drawn up and contractors secured from the framework. Delivery will take two years to complete.

#### Other / Match Funding Secured

£190k has been secured from landowners for the North Tottenham Priorities work.

#### Requested Contribution Breakdown

1. Bruce Grove Priorities	£100k
2. North Tottenham Priorities	£755k
3. THFC Heritage Buildings	£3M
4. Secondary Schemes	£450k

Total OLF required - £4.305M

(Total Project Budget - £4.495M)



Completed LBH shopfront improvements scheme funded through EH.

## Action 2

### Restoration & Regeneration of High Road Landmarks

#### Proposal

A programme of physical work to two important street markets and feasibility studies into a new market site at Westerfield Way and reusing a redundant toilet block on Monument Way.

#### Context

The markets at Bruce Grove Station and Holcombe Road are a key part of the local retail offer. They also play a major role in generating the 'atmosphere' in Bruce Grove through vibrant outdoor shopping and driving footfall.

Haringey Council and Network Rail will be the principle delivery partners for the market schemes as landowners, and the scheme will require engagement with shop holders occupying premises under the railway arches. The market at Holcombe Road is designated as a retail space, let by the Council to the Hall family – who have had a trading history in that location for over 50 years.

These projects have already been subject to initial feasibility and design concepts by East Architecture. This will form the basis of a formal tender process for a design and build scheme.

#### Outcomes

- Higher Quality High Street  
2 street markets will be regenerated and restored along with work on two derelict buildings.

- Stronger Community  
More community space will support the current and future housing growth in the area with one new market site identified and initial design work done.

- Inward Investment & Property Prices  
Two vacant buildings will be restored and initial work on reactivating them undertaken.

- Increased Footfall / Shopping Revenue  
Restored and new markets will help bring in new visitors and increase footfall on the high street.

- Job Creation  
The new market site could create around 30 new jobs

on the High Round once operational.

#### Locations

Bruce Grove Market - new canopy

Holcombe Road Market - infrastructure / environment  
Westerfield Rd - feasibility study looking at using the site as a market site.

Monument Way Toilets - initial design work investigating reuse.

Bruce Grove Toilets - facade restoration (not applied for).

#### Delivery Team

Land owners

Architect / designer / Business planning

Landowners / stakeholders

#### Delivery Timescale

Medium term - 4-8 months.

Enabling works will be relatively light for this scheme and to avoid prolonged loss of trade for existing tenants and loss of services to customers, delivery time will be kept to a minimum. It is anticipated that this could be delivered within 6 months of funding approval.

#### Other / Match Funding Secured

£25k of funding has already been secured from English Heritage for external works to a second unused toilet block at Bruce Grove.

#### Requested Contribution Breakdown

Bruce Grove Station Market	£100k
Holcombe Road Market	£200k
Monument Way Toilets Feasibility	£10k
Bruce Grove Toilets (not applied for)	
Westerfield Way Market Feasibility	£25k

Total OLF required - £335k

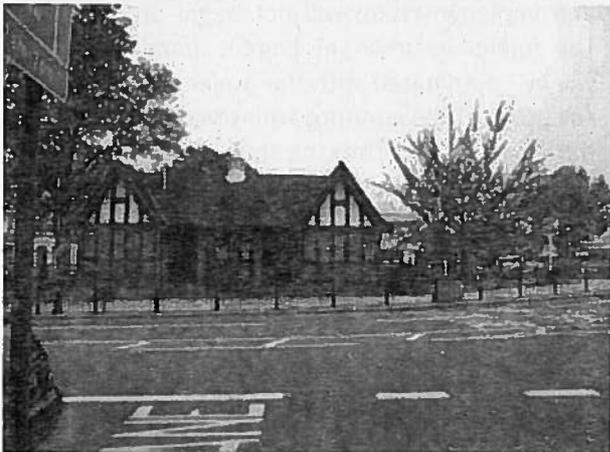
(Total Project Budget - £360k)



Bruce Grove Market - will benefit from a new canopy which will replace the impromptu one that has been erected by the stall holders.



Holcombe Road Market - will be reworked and upgraded which will bring new life to this important high road feature.



Monument Way Toilets - to be the subject of a feasibility study into their reuse.



Bruce Grove Toilets - LBH have already done a feasibility study looking at how the toilets might be brought back into use. £25k has been secured from EH to restore the exterior. The borough is not asking for further funding from OLF for this project.

## Action 3

### Public Realm & Transport Works: Tottenham Hale and the High Road

#### Proposal

Public realm improvement work along the High Road and linking the High Road with Tottenham Hale.

#### Context

Major investment in urban realm on Tottenham High Road is based on TfL's Better Streets principles. The proposed investment would be between Northumberland Park and Park Lane and between Monument Way and Scotland Green – areas designated as North Tottenham and Bruce Grove respectively.

A High level of intervention is proposed which would include:

- Tidy up of road marking and street furniture.
- Decluttering of pavements.
- Relocate/merge functions such as signposts and seats.
- Modest rethinking of traffic management options.

Estimates are based upon a recent Wood Green pilot study by Urban Initiatives the High level of intervention is estimated to cost £200 per M2. All interventions involving the installation of Legible London signage has the technical support and experience of Transport for London to support delivery.

#### Outcomes

- Better Traffic Management  
1.5km of road improved.
- Improved Public Realm  
6000m2 of public realm improved.
- Increased Footfall  
Up to 400k visitors to sporting events and shopping areas.
- Improved linkage to transport centres  
Vastly improved public realm and wayfinding between Tottenham Hale and the High Road as well as areas around Bruce Grove and Seven Sisters.

#### Locations

Legible London Signage - Tottenham Hale & the High

Road.

Chestnuts Road - public realm improvements between Tottenham Hale and the High Road.

Bruce Grove Town Centre - public realm works centred around Bruce Grove.

North Tottenham Highways Improvements - highways work in Northumberland Park associated with the Tottenham Hotspur FC development.

#### Delivery Team

Architect / Urban Designer  
Highways & Transport Planning  
Transport for London

#### Delivery Timescale

Long term - 22-26 months.

Initial Tidy-up and decluttering works will be delivered in the initial 12 months after funding approval, including full planning and works. Traffic Management options will take a full year to plan and implementation will not begin until 2013/14. The implementation of Legible London schemes will be coordinated with the project to upgrade the Tottenham Hale gyratory and with footpath works in North Tottenham. Thus the start of this project will be scheduled for the 3rd of June 2013 and completed in 8 months.

#### Other / Match Funding Secured

£30k has been secured from TfL for the Legible London work.

£130k has been secured from the Local Improvement Fund for the public realm work on Chestnuts Road between the High Road and Tottenham Hale.

#### Requested Contribution Breakdown

Public Realm Chesnuts Road	£270k
Bruce Grove Town Centre Public Realm	£450k
Legible London Signs (Tottenham Hale)	£85k
North Tottenham Highways (TH FC)	£3M

Total OLF required - £3.805M  
(Total Project Budget - £3.965M)



The public realm between Tottenham Hale and the High Road is low quality and difficult to navigate. The Chestnuts Road and Legible London work will help create a stronger link between Tottenham Hale Station and the High Road.

## Action 4

### Tottenham Green Cultural Events Space

#### Proposal

A rework and improvement of Tottenham Green to include an events space, opening up of the Holy Trinity Old School Yard for public use and strengthened links with the Bernie Grants Arts Centre.

#### Context

East Architects have provided initial concepts for the schemes at Tottenham Green, additional schemes and costs have been provided by key partners in the wider area proposals; the Diocese of London for Holy Trinity school building and the Bernie Grant Arts Centre.

Tottenham Green is identified in the borough's emerging Core Strategy as a focus for cultural activities, which is supported by the proximity of cultural and community venues and will be supported by works to make the green a space for hosting public events and markets.

The project will support the current development of new housing by Newlon behind Tottenham Town Hall.

#### Outcomes

- Improved Green Space

2 Hectares of green space will be improved for local community use along with 100m metres of road and pavement.

- Stronger Communities

The Old School Playground work will facilitate the opening of a new community facility.

- Higher Visitor Numbers

The space and the events that take place will be a strong attractor of visitors, up to 46,000 visitors are estimated.

- Virtuous Circle of Investment

Having a facility of this nature in the area will help attract future investment.

#### Locations

Tottenham Green Landscaping - re-landscaping of the green to include an outdoor events space.

Market Infrastructure - plug in points and storage for market events on the green.

Old School Yard - Re-landscaping and opening of the Old School Yard with Holy Trinity Church.

Bernie Grants Arts Centre Space - completed landscaping of space between centre buildings.

Improvements to Footpaths - new footpaths on and around green.

Town Hall Approach Road Levelling - the road carriageway raised to pavement level.

#### Delivery Team

Architect / Urban Designer

Local Community / User Groups and Artists

Landowners / Stakeholders

#### Delivery Timescale

Medium term - 12-24 months.

Works to create the community square at Bernie Grant Arts Centre will happen within 6 months of funding approval. Full scheme design and consultation for the re-shaping of Tottenham Green and Holy Trinity School will take 6-8 months and works will be carried out between November 2012 and March 2013.

#### Other / Match Funding Secured

£100k has been secured through a section 106 agreement to contribute to landscaping of the Green.

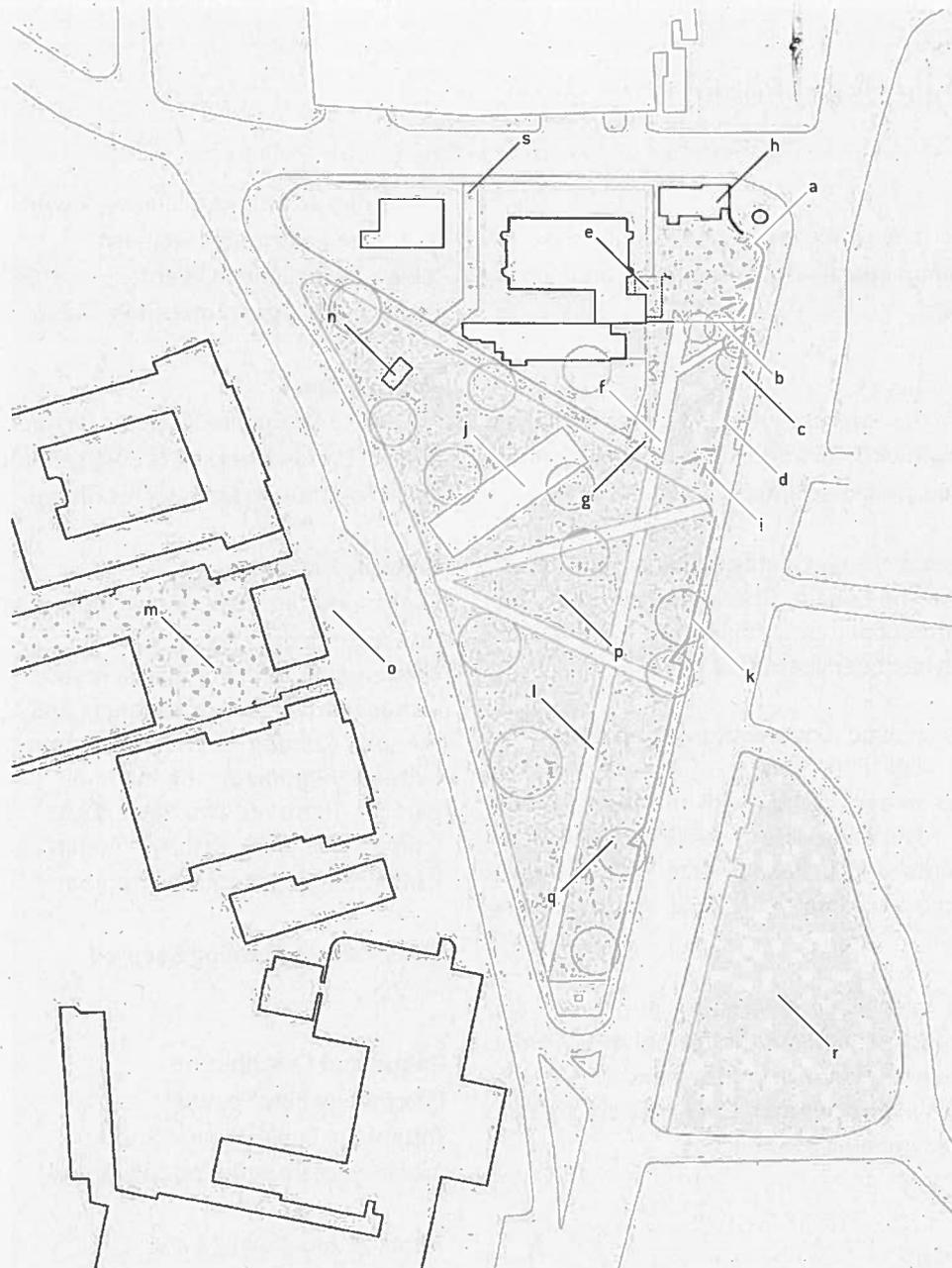
£80k is being contributed by the Diocese of London in connection with the Old School Yard. The parish is also providing a licence for use of new green space, community use of Old School Building, 2no volunteer management of centre and access to playground for much of the year.

#### Requested Contribution Breakdown

Green Landscaping	£300k
Market Infrastructure	£150k
Old School Yard	£200k
Bernie Grants Arts Centre Space	£90k
Improvements to Footpaths	£50k
Town Hall Approach Rd Levelling	£500k

Total OLF required - £1.29M

(Total Project Budget - £1.47M)



**Tottenham Green - core scheme**

- |   |   |
|---|---|
| <p>a Existing gates to be open at all times unless specific activity on site requires them to be temporarily closed.</p> <p>b New fence and gate to be open at all times unless specific activity on site requires them to be temporarily closed.</p> <p>c Some existing trees to be retained.</p> <p>d Southern part of old school playground boundary wall to be remade due to state of poor repair.</p> <p>e Toilet / kitchen block could be redesigned, allowing improved access to church hall and public / heritage frontage.</p> <p>f New path to across opened land to be made from water water-permeable material.</p> <p>g Fence to be removed and replaced with a more visually open design, possible new access point for nursery users along with possible realignment of fence. Unused space to the north might be substituted for realigned area.</p> <p>h Wheelchair access to be provided to toilet facilities within old school building.</p> <p>i Public seating which could double up for market use or childrens play etc.</p> | <p>j Events platform with moselle pattern to reflect that found in the town hall moselle room.</p> <p>k New edge treatment, low wall for sitting on and to protect green from vehicular access.</p> <p>l Adjusted / extended path layout crossing the green.</p> <p>m Landscaping around the Bernie Grant Arts Centre to be complete to original design.</p> <p>n Electrical sub-station to be clad in reflective material.</p> <p>o Re-worked landscape in front of BG Arts Centre to allow for better connection to Green and potential for pavement events / markets. New street furniture in this area.</p> <p>p Earth bunds to be re-worked to create a more amphitheatre like set of forms.</p> <p>q Tree canopies to be raised in oder to increase visual permeability of space.</p> <p>r The green on the far side of the high road should be restored with increased seating.</p> <p>s New access routh to church entrance from the Green.</p> <p>t Town Hall Approach Road to be raised to the same level as the pavements.</p> |
|---|---|

## Action 5

### Meanwhile Uses: Public Rooms & Events

#### Proposal

A series of meanwhile uses and events that will occupy empty spaces with engaging and locally driven events.

#### Context

Building on the success of the I Love Tottenham campaign held in October this year, this programme will deliver a series of events.

The programme of events and activities incorporated in the bid for the London Outdoor Arts Festival has already been scoped out, costed and a framework of providers has been identified.

The events include community and outdoor film screenings with Film London. A series of Arts Programmes in association with the Bernie Grants Arts Centre, regular markets at the Green, Slow Down London events and a Public Room that promotes local produce and informs people about ongoing regeneration.

Events will take place in existing temporary and permanent locations along the Tottenham Corridor, subject to negotiation with land owners and venues, and in places like Tottenham Green will consolidate the site as an ongoing event space.

#### Outcomes

- Attract Visitors

It is estimated that the events and arts programmes could attract 27k visitors per annum.

- Publicity

Events will help publicise the area as a happening and good place to be as well as promote the High Road as a good shopping destination.

- Stronger Communities

The events will draw on local and London wide talent to make good things happen and create stronger community links that are vital for successful growth.

#### Locations

Multiple unused / temporary locations. Events will include:

6 free film screenings including 3 outdoor events.

1 or more public room 'pop ups'.

3 Slow Down London Events.

Regular Markets at Tottenham Green

#### Delivery Team

Architect / Designers / Graphic Designers

Special Events Planning & Engagement

Local Community Groups / Art Groups

#### Delivery Timescale

Short term - immediate start with events rolling into the long / medium term.

All events will be scheduled across 2012/13 to spread visitor footfall across the year and to complement the pan London events programme such as the cultural Olympiad, the Olympic and Paralympic games. There are two fixed dates – the Slow Down London weekend – 4th/5th August, and the Outdoor Film Weekend 7th/9th September.

#### Other / Match Funding Secured

None.

#### Requested Contribution

Community Film Festival	£60k
Tottenham Public Room / Shop	£40k
Arts Programme with Bernie Grants AC	£30k

Total OLF required - £170k

(Total Project Budget - £170k)



Local child taking part in Tottenham Festival, organised as part of the 'I Love Tottenham' campaign.

## 2.2 Project Cost Summary

(* Priority Project)	Capital	Revenue	Total Project Cost	OLF - LB Haringey	OLF - Tottenham FC	Total OLF Funding	Other Funding Secured
<b>Action 1 - Heritage and Shop Front Improvements</b>							
Bruce Grove priority schemes	100	-	100	100	-	100	
North Tottenham priority schemes	945	-	945	755	-	755	190
THFC - Heritage Buildings	3,000	-	3,000	-	3,000	3,000	
Secondary schemes	450	-	450	450	-	450	
Reserve schemes	2,584	-	2,584	-	-	-	
<b>Total Costs</b>	<b>7,079</b>	<b>0</b>	<b>7,079</b>	<b>1,305</b>	<b>3,000</b>	<b>4,305</b>	<b>190</b>
<b>Action 2 - High Street Landmarks</b>							
Bruce Grove Toilets - external works	-	25	25	-	-	-	25
Bruce Grove Toilets - bring back into use	540	-	540	-	-	-	
Monument Way Toilets - design options	-	10	10	10	-	10	
Bruce Grove Market - new canopy	100	-	100	100	-	100	
Holcombe Road market - new canopy	200	-	200	200	-	200	
Westerfield Rd Arches - market feasibility study	-	25	25	25	-	25	
<b>Total Costs</b>	<b>865</b>	<b>60</b>	<b>900</b>	<b>335</b>	<b>0</b>	<b>335</b>	<b>25</b>
<b>Action 3 - Transport and Public Realm</b>							
Legible London signage, Tottenham Hale & High Rd	115	-	115	85	-	85	30
Public realm improvements Chesnuts Road	400	-	400	270	-	270	130
Bruce Grove Town Centre Public Realm	450	-	450	450	-	450	
North Tottenham Highways improvements	3,000	-	3,000	-	3,000	3,000	
<b>Total Costs</b>	<b>3,965</b>	<b>0</b>	<b>3,965</b>	<b>805</b>	<b>3,000</b>	<b>3,805</b>	<b>160</b>
<b>Action 4 - Tottenham Green: Cultural Hub</b>							
Landscaping of the Green	400	-	400	300	-	300	100
Installation of market infrastructure	150	-	150	150	-	150	
Old School Yard	280	-	280	200	-	200	80
Bernie Grant Arts Centre - public space	90	-	90	90	-	90	
Improvement to footpaths	50	-	50	50	-	50	
Town Hall Approach Road - raised carriageway	500	-	500	500	-	500	
<b>Total Costs</b>	<b>1,470</b>	<b>0</b>	<b>1,470</b>	<b>1,290</b>	<b>0</b>	<b>1,290</b>	<b>180</b>
<b>Action 5 - Meanwhile uses, festivals and events</b>							
Community Film festival - Film London and LOAF	-	60	60	60	-	60	
Tottenham Public Room	-	40	40	40	-	40	
Arts Programme - Bernie Grant Arts Centre/ LOAF	-	30	30	30	-	30	
<b>Total Costs</b>	<b>0</b>	<b>130</b>	<b>130</b>	<b>130</b>	<b>0</b>	<b>130</b>	
<b>PROJECT DELIVERY</b>							
Heritage and shop fronts project officer	-	150	150	100	-	100	50 (LBH)
Programme Management	-	150	150	100	-	100	50 (LBH)
<b>Total Costs</b>	<b>0</b>	<b>300</b>	<b>300</b>	<b>200</b>	<b>0</b>	<b>200</b>	<b>100</b>
<b>Total</b>	<b>13,379</b>	<b>490</b>	<b>13,844</b>	<b>4,065</b>	<b>6000</b>	<b>10,065</b>	<b>655</b>

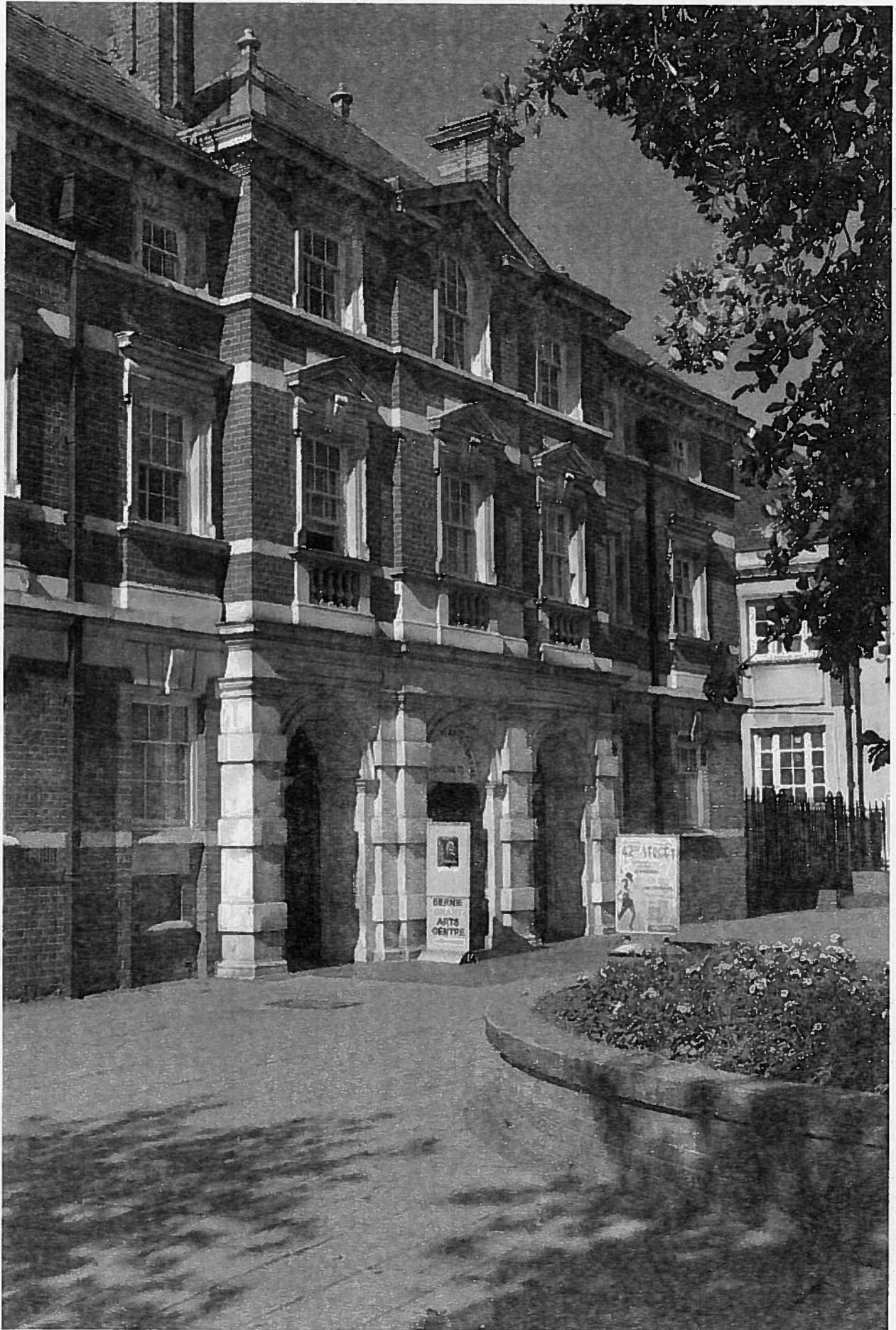
Although all of the projects are good candidates for OLF funding and urgently needed, LB Haringey have highlighted (in blue) a priority package of just over £2.5M that should be considered a baseline proposal.

### 2.3 Capital / Revenue Split

<b>Full OLF Package</b>	<b>£10.065M</b>	<b>Priority OLF Package</b>	<b>£2.505M</b>
Revenue	£490k (5%)	Revenue	£465k (19%)
Capital	£9575 (95%)	Capital	£2040k (81%)



Local people cleaning up the High Road after the August riots.



# 3

## 3.1 The Criteria

### **Economic context**

Tottenham High Road sits within the wider Upper Lea Valley (ULV) – designated as an opportunity area in the London Plan. The ULV's location in relation to an expanding Central London, the investment and regeneration in Stratford through the Olympic Legacy and the proximity to the M25 with access to the growing economy of the south-east offers huge benefits to businesses. It offers the land and 'elbow room' to respond to economic change, and the underused or poor quality industrial land and 'lazy assets' London's industry is vital to its role as a World City and we are putting in place wide ranging plans to realise an industrial renaissance across North London. There is also a significant opportunity to revitalise our town centres – to bring new investment and create a better mix of uses including significantly more office and workspace and a wider cultural industrial offer.

Despite Town Centres in the ULV providing a number of opportunities for quick development (with established transport and community infrastructure and places with individual character), a range of local studies have concluded that the area is underperforming. They highlight a need for places to be made more distinctive, diversify their offer and control the type of retail provision. Average market rents for retail are around £15 per sq ft, which is 41% below the Brent Cross comparator for the sub region. In the bid for Enterprise Zone status in the ULV it was determined that there was potential for up to 1,000 new jobs within development opportunities across the town centres across the ULV. As the largest centre – spatially – Tottenham High Road has the potential to deliver a significant proportion.

Modern thriving town centres cannot rely on a traditional mix of retail and evening economy uses to be a sustainable economic ecosystem. They need to offer genuine mixed use employment opportunities where office workers, cultural industries and light industry provide the basis for footfall and expenditure in the town centre.

## 3.2 Geographic Suitability

The Tottenham Corridor contains two District Town Centres; Bruce Grove and Seven Sisters/West Green Road (Haringey UDP designations). There are a number of local shopping areas that adjoin the district centres and Tottenham Hale (identified in the London Plan and the draft borough Core Strategy as an emerging district centre). This agglomeration of important retail centres combines to create a wider Tottenham retail and small business service offer of over 400 units, turning over in excess of £90m (Haringey Retail and Town Centre Study 2008) and employing over 3,500 people in retail, food & drink and service sector activities along the whole high road (BRES 2010).

We know, through analytical tools like CommuterView and Commuter APS (both ONS) that the majority of locally employed people live within the borough and in the case of employment along the high road corridor, many live in the local or adjoining ward. This makes the Tottenham Corridor vitally important to the economic wellbeing of local residents. Interventions need to simultaneously secure local employment, boost employment growth and create high standard of retail and leisure opportunities.

In terms of wider eligibility, Haringey is an Outer London Borough as defined by the Outer London Commission. There is no direct Crossrail or Olympic investment taking place in Haringey. Estimated benefits to Haringey for Crossrail investment are based upon potential expansion of economic opportunity through reduced travel times along the east-west axis of the capital, rather than direct investment. The 'Crossrail Distribution of Benefits Paper' commissioned by Crossrail Limited and Transport for London places Haringey just above the median in terms of estimated annual transport and earnings benefits by Londoners from Crossrail. This measure and Haringey's ranking is a crude statistical assessment and assesses individual financial gain per resident rather than per

business – who are the principle stakeholders in our town centres.

### 3.3 Deliverability

Haringey Council has a well established track record in delivering major capital schemes of the type identified in Actions 1 to 4. All schemes put forward have been identified as priorities and developed by officers who have a wealth of experience and understanding of how to effectively plan and manage projects of this type and scale. All schemes identified have been developed to be achievable in two years.

For action 5, we have worked with cultural organisations; the Bernie Grant Arts Centre, the London Outdoor Arts Festival (co-ordinated by Allium Opus) and Film London to ensure that the events and creative programme are delivered by organisations with requisite capacity and track record. All elements of action 5 will be delivered in year 1 of the programme.

The bid document has been subjected to local stakeholder consultation, compliments the funding bids submitted under the Mayor's Regeneration Fund (see section 4 of this bid) and aligns to our regeneration ambitions for Tottenham and delivering our vision for Tottenham.

Vision - Tottenham will be a thriving destination where people choose to live, work and stay throughout their lifetimes

Underpinning the delivery of this vision will be:

-Inward investment – promotion of Tottenham's assets, driving forward investment to bring new businesses, homes and jobs to the area.

-Excellent public space and transport – we will improve access points to the area, enhance existing public open space and refresh local character areas to support a flourishing business environment.

-Thriving businesses, more jobs – we will invest in education, training and skills to equip local people who live here to enter the workplace and take advantage of new business opportunities as a result of inward investment.

-High quality housing – we will build high quality new homes, offer housing choice and promote balanced communities who choose to stay in Tottenham.

-Safe, secure and confident communities – we will work with, and through, local communities to rebuild confidence in the area and help people to feel safe.

### 3.4 Vibrancy & Growth

Retail is one of Haringey's key sectors and our Town Centres are the key location for that sector and home to the majority of the 8,000 retail jobs in the borough. Our town centres feature 162,000 m<sup>2</sup> of retail floorspace which generates over £420m turnover annually. Our emerging LDF recognises the importance of town centres and Policy SP10 of our Core Strategy states:

"Haringey's town centres are more than just targeted areas to shop – they provide an "experience" including leisure for shoppers (cinema and leisure centres), community facilities as well as employment in the form of offices and places to live. They provide a focus of activity and community life and provide character and identity to the local area and borough as a whole."

Haringey's Economic Regeneration service has worked extensively to support the development of Town Centre Partnerships comprising of businesses and traders in each of our town centres. Tottenham is no exception to that. The long established Tottenham Traders Partnership have received financial and technical support from the council, helping them to take a proactive approach to the development and success of their trading environment.

Whilst there is good social capital locally, despite recent events, there is insufficient financial capital for the market to drive major investment alone. Public intervention is required to prepare the ground and help realise the latent potential of the Tottenham Corridor.

### 3.5 Place Shaping

All submitted proposals are building on existing and emerging identities that give the Tottenham Corridor a distinct look and feel. This is based upon key cultural influences, historic specialisms and niche retailers. Tottenham High Road has its origins as far back as Roman times, although the current Bruce Grove section of Tottenham High Road has its development attributable to late Victorian times following the opening of Bruce Grove railway station in 1872. Subsequently Bruce Grove/Tottenham High

Road District Centre is characterised by Victorian and Edwardian buildings with some modern infill. Today the centre serves an important local function to residents and shoppers in Tottenham and of course it has Tottenham Hotspur FC as a standard bearer for the area carrying its name to success in top flight football domestically and across Europe. West Green Road was once 'the' destination for craft and quality tailoring for residents of that part of the old county of Middlesex.

As part of Haringey's LDF, a suite of local planning documents will be emerge including relevant Area Action Plans and potential Neighbourhood Plans that will shape development in the Tottenham Corridor. Successful planning needs strong stakeholders who are capable of supporting high quality strategy and policy development.

### 3.5 Collaboration & Support

The proposals in this document represent workstreams that have been developed over the last 18 months, supported by a range of external bodies including TfL, East Architects, Design for London, English Heritage and prioritised by a range of stakeholders, including:

- Haringey Council
- Landowners
- Traders and the business community
- Residents associations
- Local heritage groups
- Transport for London
- The Greater London Authority
- Tottenham Hotspur FC

Delivery will be supported by key partners identified in the bid and through the deployment of an organisation knowledge and expertise in delivering similar schemes and an existing framework of providers.



# 5

## 5.1 Demonstrating Economic Uplift

First and foremost the Outer London Fund presents a massive opportunity to protect London's more vulnerable town centres from the serious deterioration in retail trading conditions that has begun in the north and is slowly moving south. Consumer confidence has continued on a downward trajectory, Gfk NOP survey figures show a 3% decline in consumer confidence in June 2011 compared to June 2010. The Consortium of British Retailers reported that sales were up 1.5%, against a 3.4% increase in June 2010 and that it shows just how tough times are when total sales growth of 1.5 per cent is regarded as "not that bad"

Wider regeneration objectives for Tottenham will be delivered over a long timescale.

Businesses in the Tottenham Corridor and the Council will work together to establish a set of baseline indicators prior to the start of each project.

Footfall - Haringey Council has commissioned Nathaniel Lichfield Partners to conduct a Town Centre Healthcheck in the Tottenham Corridor, including a footfall study in November 2011, which will establish a baseline position. An immediate survey of local business after the riots revealed a perception based figure of a 50-70% drop in footfall in the weeks immediately after 6th August 2011 and a drop upwards of 90% of trade in the Night Time Economy.

Turnover - The overall turnover along the Tottenham Corridor, including Tottenham Hale is estimated at in excess of £90m per annum - based on these figures a 50% drop over two/three weeks will amount to a loss of income in excess of £2m, much of his to small independent traders. A comparator group will be established, representative of the business community in the Tottenham, who will provide a baseline of turnover to measure the local impact of funding.

Vacancy rates/empty properties – current vacancy rates are less than 1.5% across the 700 + units in the Tottenham Corridor. The council operates a quarterly monitoring of vacancies.

Conduct a second perception survey of business, following up from the survey conducted post disturbances. Low vacancy rates are indicative of relatively low property prices - up to 41% lower against the sub-regional average - and an under-developed capacity for commercial floorspace. Since the riots there is evidence of new businesses opening on the High Road, which suggests that price is still an incentive for investment.

Business rates (NNDR yield) - The rateable value for retail alone along Tottenham High Road and Tottenham Hale Retail Park is £18.34m per annum. The 2008 borough retail study identified a capacity for an additional sales floorspace of 2,230 sqm - an increase of 114%. This would facilitate a substantial increase in NNDR - assuming a similar balance of use classes. The majority of this increased floorspace will require substantial inward investment to achieve.

The 2008 retail study indicated that for high value comparison goods, the in-borough retail offer, such as at Tottenham Hale Retail park are key sites. However, both household and on-street surveys indicated that the environmental quality and safety of all centres including Tottenham was an issue. The other key finding to note is that on-street surveys indicated that average visit to town centres was relatively short - between 23 and 33 minutes - this indicates that all centres including Tottenham are not sufficiently capturing the leisure visitor market.

## 5.2 Outcomes

Increase footfall by creating and marketing a retail offer that attracts new customers, developing a cultural and creative programme that attracts new visitor footfall.

Createnewandsafeguardexistingemploymentthrough growth and improved economic performance.

Creating new employment opportunities through inward investment and new commercial activity.

Better townscape through restoration and repair of buildings on the High Road that represent the strong architectural heritage of Tottenham.

Restoration of key nationally and locally listed buildings by White Hart Lane football stadium as gateways to the redeveloped stadium and new public realm in the South East corner of the site.

Better pedestrian experience through improved footpaths, removal and simplification of street furniture, better signage and better traffic management.

Better supporter experience for large volume of pedestrians on Tottenham Hotspur match days through improved footpaths, removal and simplification of street furniture, better signage and better traffic management.

Implementing Legible London signage at Tottenham Hale and Seven Sisters Stations to improve the visitor experience and to better direct new visitors to the commercial centres of Tottenham and encourage walking leading to better health outcomes.

Development of a new and flexible events space at Tottenham Green.

Extension of green space at Tottenham Green to include land and access to the old school building at Holy Trinity Church.

Enabling works for the old school building at Holy Trinity Church to become a community facility and to hold events, attracting an additional 14,000 visitors a year.

Create a community square and performance space at Bernie Grant Arts Centre that can increase the capacity of the venue to a maximum of 4,000 people – indoor and outdoor use.

Develop and deliver an aspiration programme of creative and cultural events that engage local residents and new audiences. New audiences including the growing student population at Tottenham Hale, but also engaging with a growing culturally literate audience who it can be demonstrated through other examples in outer London will travel to new places for quality events and activities.

### 5.3 Equalities

The Council has assessed, where possible, all schemes in this proposal against the impact on the following key equalities strands, in line with its duties under the Equality Act 2010: age, disability, gender, race, religion or belief and sexuality. The assessment extends to the Council ensuring that the partners included in this application have the policies and procedures in place to adhere to the requirements of the Equality Act 2010.

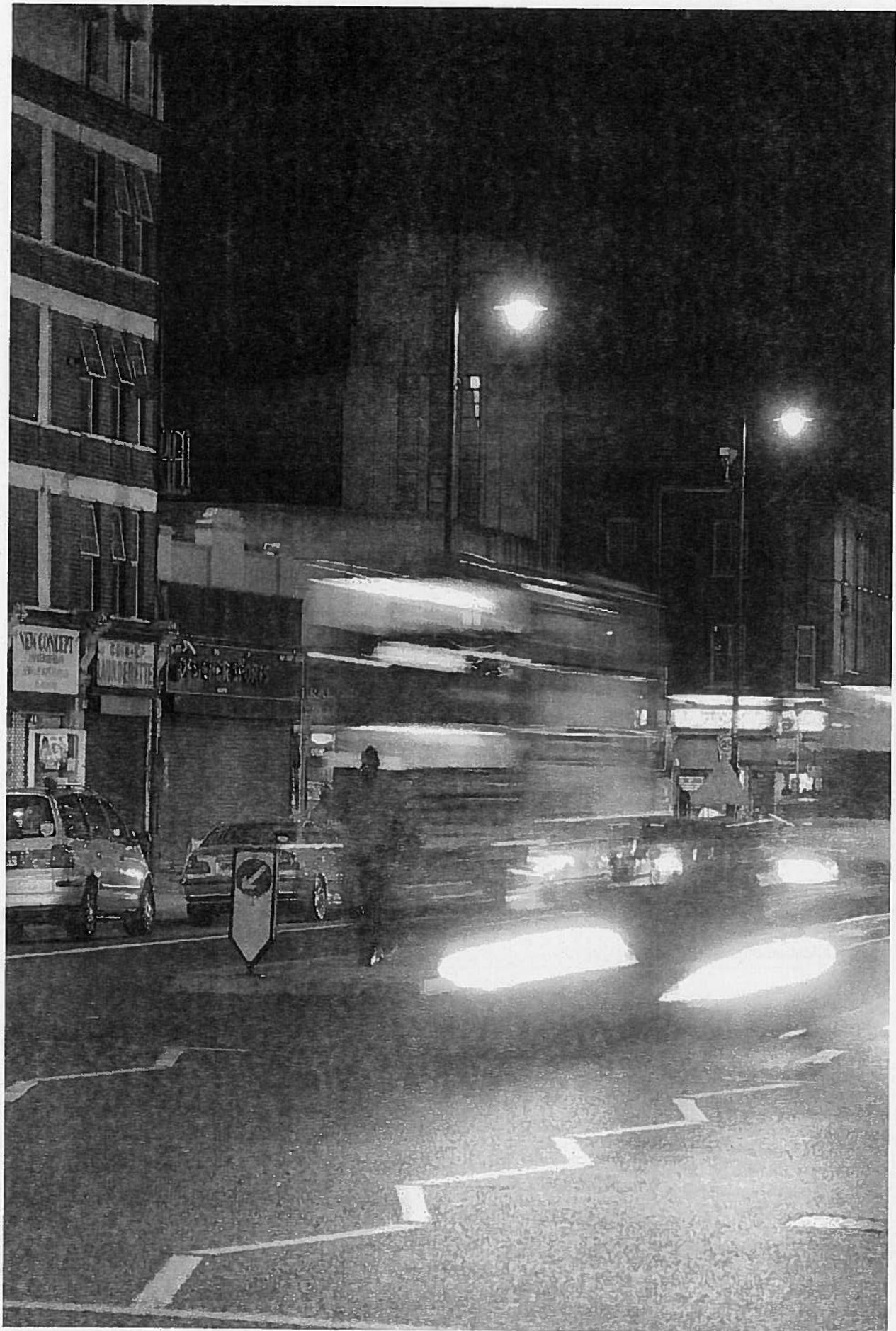
The projects focus upon some of the most deprived areas of the borough and recognises the diversity and ethnicity of the area. All sections of the community including disadvantaged groups will benefit from the scheme, as it will lead to improved shops and an improved environment. Legible London signage is a component part of this scheme, which will promote access and usability of public highways.

An Equalities Impact Assessment will be prepared as part of the planning and design of all schemes and events. The impact of the actions will be monitored, where possible, against the key equalities strands identified above and reported to a project steering group and the GLA, if required.

In developing this application the Council has closely consulted with key stakeholders, including business representative groups, to determine how to maximise the effectiveness of the projects proposed. The Council will act as the accountable body for these projects and will distribute funding on a contractual basis with agreed, measurable and time bound schedules of outputs/outcomes included. The schedules will be monitored by the Council and project progress will be reported to a steering group made up of key stakeholders from the Local Strategic Partnership. This will also feed into any GLA monitoring and reporting requirements.

## 5.4 Risk Register

Risk	Risk Owner	Impact (H/M/L)	Probability (H/M/L)	Proximity (MM/YY)	Mitigation Plan Summary
Economic Regeneration may not receive the expected full allocation from the Outer London Fund. If this happens there is a risk that the programme budget will fall short of the expected budget for Tottenham and therefore not deliver all the outcomes.	LBH	M	M	January 2012	Economic Regeneration to seek funds through other funding sources (such as Section 106 or Housing Association) as match or savings in other projects to cover any funding gaps. If this is not possible, the scope of the project will be reviewed and reduced to match funding available whilst ensuring benefit is realised.
There is a risk that the freeholder/tenant of properties may not agree to participate in the heritage and shop front improvement scheme which would lead to properties identified for repairs not benefiting from building improvements grant-aid.	LBH	L	M	Any point up to signing of the legal agreements.	Move onto the next property identified in the next priority list in the identified delivery plan.
Discovering unforeseen building conditions (full building condition survey cannot be carried out until scaffolding erected at start of building contract)	LBH	M	M	April 2013	Architect to make assessment of increased costs that might occur during the course of the contract. Financial provision made for contingency as advised by Architect.
For property/shop owners where English is a second language, there may be communication difficulties.	LBH	M	M	From point of initial contact and consultation - April 2012	Project Officer to provide additional support and extra time to support needs where necessary. If necessary a translator to be employed.
Prolonged bad weather during the winter forces the delay or halts external works	LBH	M	M	November 2012	Risks will be mitigated where possible by contingency planning.
Negotiations with key stakeholders cause delay to access and licenses for highways works where not LBH controlled highways.	LBH/TFL	L	L	November 2012	Risks will be mitigated where possible by contingency planning.



# 6

## 6.1 Contact details and endorsement

London Borough of Haringey  
Tottenham Team  
6th Floor  
River Park House  
225 High Road  
Wood Green  
London  
N22 8HQ

Tel: 020 8489 2670

We have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.

Please treat our proposal as confidential information .

Please treat the financial information as confidential information.

To the best of my knowledge, I confirm that the information supplied on this form is correct and complete. If successful, this organisation will use the funding only for the purpose shown in this application and will meet all the terms and conditions of the attached agreement to any funding offer that is accepted.

Signed:



Name (please print): Marc Dorfman

Position: Assistant Director Planning and Regeneration

Date: 11/11/2011

Endorsement - see seperate letter from Chief Executive



# A

## Business Case and Economic Impact Assessment

### The Place

Tottenham is a key strategic location within the Upper Lee Valley Opportunity Area and the London-Stansted-Cambridge-Peterborough growth corridor and is well connected by road and rail to the City and West End in the Central Activities Zone. In recent years it has seen major investment in improvements to the buildings along the High Road, the phase 1 works to facilitate the reconfiguration of the gyratory and improvements to Tottenham Hale station forecourt by Transport for London.

Tottenham has a population of 91,201 and comprises a rich mix of different nationalities, cultures and ethnic backgrounds. 36% of the population are under the age of 24 (compared with just under 28% for the rest of the borough) and almost 200 languages are spoken.

The economic geography of Tottenham is based upon various connected centres of economic activity on the radial transport corridor of the High Road (A1010) which connects Tottenham with the M25, the City and central London. The High Road is a historic route into London that has become a diverse and varied mixed-use high street that now plays a key role in linking a series of north London communities. These centres on the High Road include the proposed Tottenham Hotspur stadium redevelopment, the heritage led regeneration of the Georgian high street, the development of an emerging cultural hub at Tottenham Green and proposals for a major mixed use scheme at Wards Corner. The reconfiguration of Tottenham Hale gyratory to take two-way traffic will connect the High Road with the Hale Village redevelopment scheme happening at Tottenham Hale and open up a London Plan Opportunity Area for major housing growth and job creation. Tottenham's current economic structure is dominated by small independent retailers and service sector businesses, as well as a small but important range of industrial businesses.

Moving forward, our regeneration ambitions for

Tottenham will be focused on four priority areas along the High Road corridor (Figure 1) and delivering our vision for Tottenham.

Vision - Tottenham will be a thriving destination where people choose to live, work and stay throughout their lifetimes

Underpinning the delivery of this vision will be:

Inward investment – promotion of Tottenham's assets, driving forward investment to bring new businesses, homes and jobs to the area.

Excellent public space and transport – we will improve access points to the area, enhance existing public open space and refresh local character areas to support a flourishing business environment.

Thriving businesses, more jobs – we will invest in education, training and skills to equip local people who live here to enter the workplace and take advantage of new business opportunities as a result of inward investment.

High quality housing – we will build high quality new homes, offer housing choice and promote balanced communities who choose to stay in Tottenham.

Safe, secure and confident communities – we will work with, and through, local communities to rebuild confidence in the area and help people to feel safe.

### The Problem

The riots have had a major impact on local communities and businesses. As well as the cost of the damage (45% of businesses were damaged or lost stock, 95% lost trade), the loss of such high street staples as the Post Office, Job Centre Plus, Carpet Right, Aldi and Fitness First have dramatically affected footfall for the wide range of small, independent businesses, often existing at the margins, that play a key role in job creation in the local economy.

Even before the recent disturbances there were considerable barriers to private sector investment in Tottenham. A cycle of economic and social deprivation, transient communities and low land values have prevented private investment, regeneration and the development of mixed tenure communities in the area. Whilst Tottenham does have a range of strengths (strategic location, excellent transport links, distinctive local character and historic environment) and opportunities, these haven't yet been translated

into improved economic and social outcomes for local people and businesses.

The business community of Tottenham is becoming a two speed economy. Employment-generating light industry and 'out of town retail' shopping – common growth sectors across the Upper Lea Valley (ULV) – and small independent traders offering a retail and services offer along the High Road. Therefore a substantial portion of local economic performance is driven by activity away from the High Road corridor. A small business survey in Tottenham, conducted in the two weeks following the riots, asked businesses for details of their typical annual turnover. Of 129 respondents, 41 businesses were willing to disclose this data. The median figure was £160,000, but the harmonic mean was lower at £92,000. This suggests a low capacity for employment and growth on the High Street and the marginal nature of wealth creation for small traders – many of whom are family businesses. Self employment figures also demonstrates the fragility of entrepreneurial activity in Tottenham. Whilst Haringey has a higher rate of self employment than the London average and the Hornsey & Wood Green parliamentary constituency has the highest rate in the ULV – particularly in professional trades such as architecture, design, photography, accountancy etc – the rate in Tottenham has dropped significantly to be the lowest current rate in the ULV area. There is a strong correlation between high self-employment rates and higher levels of affluence.

Although there has been sustained public sector investment over the last decade in education, skills and opportunities for young people and families which has resulted in improvement in key education and skills outcomes, Tottenham as an area performs poorly compared with the rest of Haringey and London across a range of education and skills attainment, economic activity, health and well-being indicators. Young people in Tottenham perform significantly worse than their counterparts in Haringey and across London in terms of achieving Level 4 in English and Maths at Key Stage 2 and in achieving five GCSE grades at A-C. This continues into adulthood with substantially higher numbers of people with no qualifications and substantially less numbers of people qualified to Level 4 compared to Haringey and London. This lack of skills manifests itself into low levels of economic activity with higher levels of unemployment (11.2%

c/w 8.3% for Haringey) and higher numbers of people living on benefits.

The 2010 Indices of Multiple Deprivation (IMD) shows that levels of multiple deprivation are high across the borough, with Haringey ranked the 13th most deprived in England out of 326 local authorities (based on the average IMD score) (Fig.3 below). In 2007 it was ranked the 18th most deprived local authority. This deprivation is focused on Tottenham. Whilst deprivation occurs across Tottenham, there are particular areas where deprivation is even more concentrated. Four super output areas (SOAs) in Northumberland Park rank amongst the 1,000 most deprived SOAs in England and Northumberland Park ward, according to estimates by the GLA, has the highest JSA claim rate out of all wards in London. There is also a significant concentration of mono tenure housing in Tottenham with 60% of the Council's social housing stock located in the N15 and N17 postcodes (and almost 40% of that being located in the Northumberland Park Ward).

However, as outlined in figure 1 above, along the A1010 Tottenham High Road corridor sites and opportunities exist for comprehensive regeneration if a co-ordinated public sector investment strategy can be brought forward to pump prime the area and leverage in private sector investment in new homes and jobs.

The regeneration of Tottenham requires integrated interventions from partners, addressing physical, environmental, social and economic development themes in deliverable packages to provide a real opportunity for investment in physical infrastructure and local people. Low property values are providing a barrier to investment and the area needs a co-ordinated public sector strategy for advancing potential development sites.

The interventions outlined below are closely aligned with, and are integral to, the delivery of our emerging regeneration vision for Tottenham.

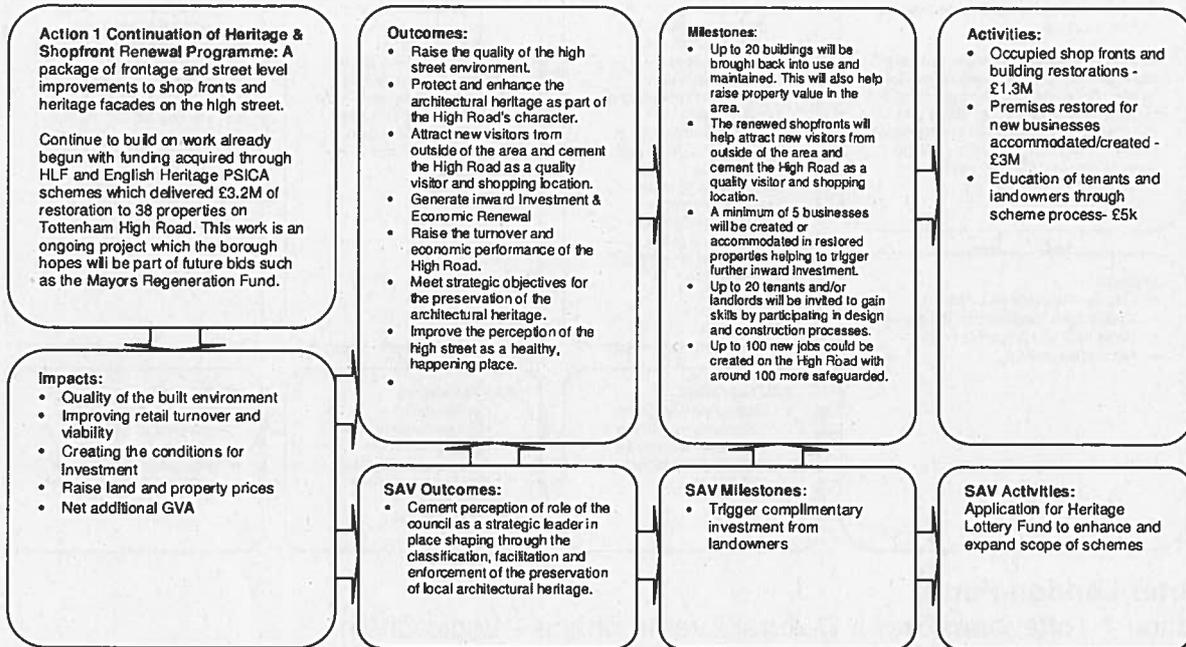
#### **Actions**

The Outer London Fund bid seeks to address these problems through five actions, details of which are contained in the main bid document.

**LOGIC CHAINS**

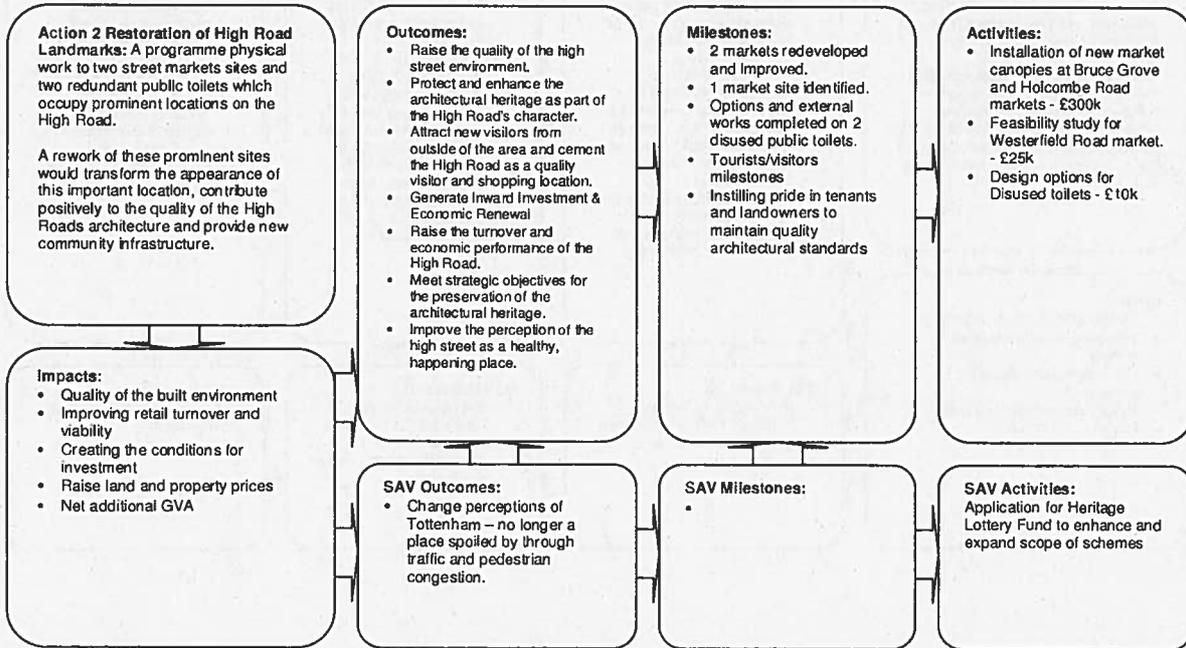
**Outer London Fund**

**Action 1 Continuation of Heritage & Shopfront Renewal Programme – Logic Chain**

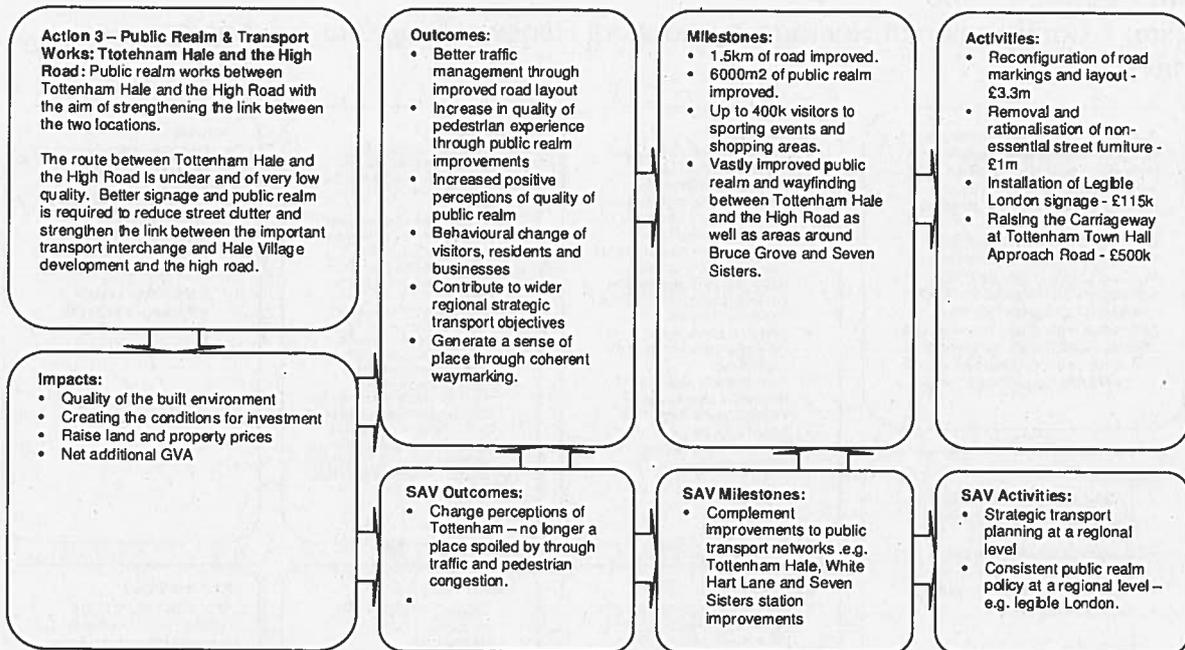


**Outer London Fund**

**Action 2 Restoration & Regeneration of High Road Landmarks – Logic Chain**

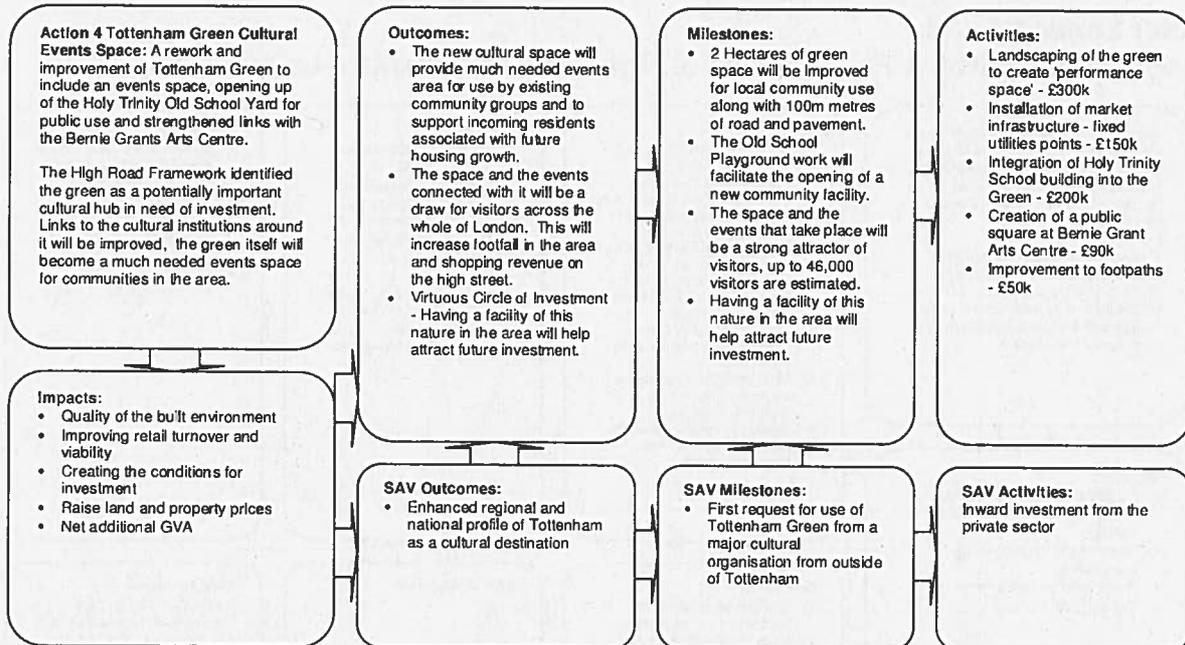


### Action 3 Public Realm & Transport Works: Tottenham Hale and the High Road – Logic Chain



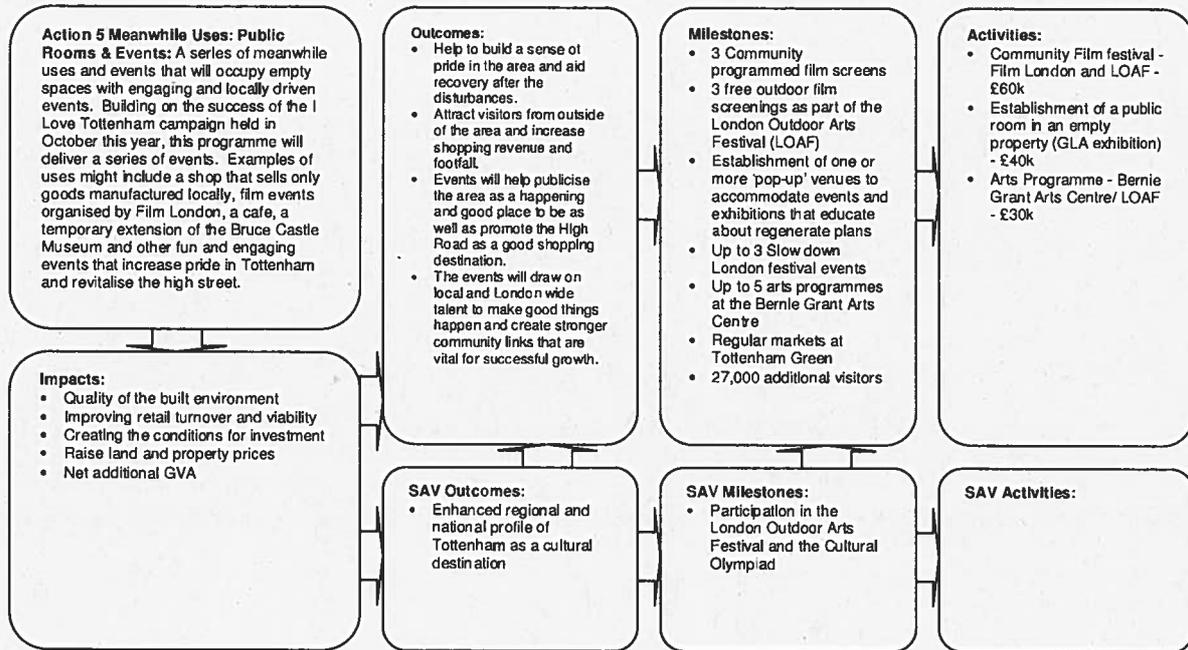
### Outer London Fund

### Action 4 Tottenham Green Cultural Events Space – Logic Chain



**Outer London Fund**

**Action 5 Meanwhile Uses: Public Rooms & Events – Logic Chain**

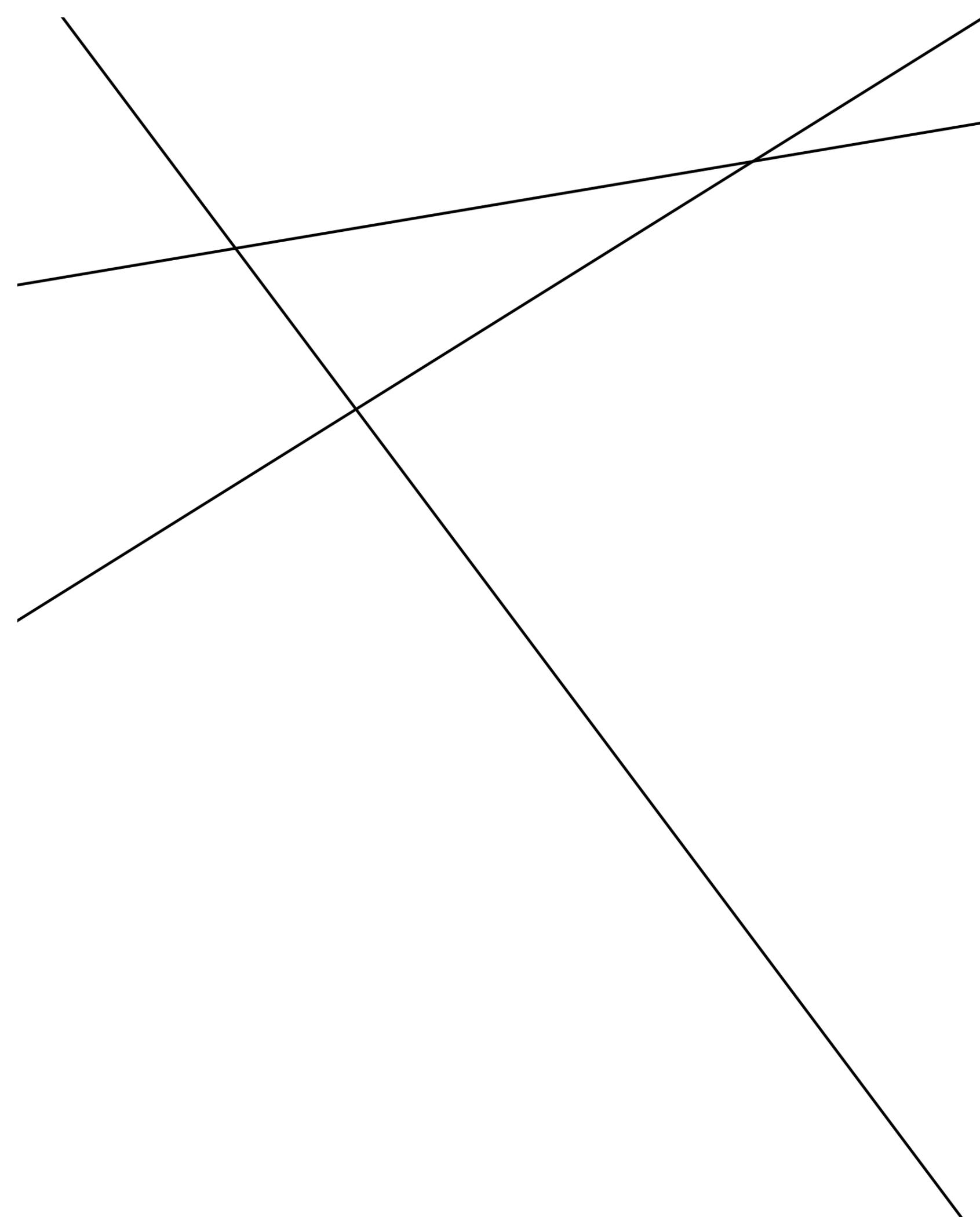




**Northumberland Development  
Project  
Review of Current Public Realm Cost  
Plan-Funding Option A  
Final Report Revision B**

8 April 2016



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# Executive Summary

# 1

## 1.0 EXECUTIVE SUMMARY

### 1.1 Brief

We have been instructed by London Borough of Haringey to review the "Current Public Realm Cost Plan – Funding A" Cost Plan of October 2015 produced by Arcadis.

This is in connection with the new Tottenham Hotspur stadium development and relates to the following:

- Public realm / pavement works to Levels 00 and 01 referred to as "Public" in their Cost Plan and this report and;
- Substructure Works referred to as "THFC" in their Cost Plan and this report.

This review therefore considers the following aspects:-

- Does the Cost Plan cover all the works required?
- Are the rates included appropriate, given the scale & nature of the works?
- Where there are allowances made, are these in appropriate relation to the works?
- Are the allowances for main contractor's preliminaries & overheads & profit and design fees appropriate?
- How is contingency/risk and inflation dealt with?

### 1.2 Summary of Arcadis Cost Plan

The details of the costs in the Arcadis Cost Plan are as follows and are split between Public only and THFC only. For the purpose of this report though, we have reviewed all the works.

	Area	Public Only £	THFC Only £	Total £
Worcester Avenue	4,670m <sup>2</sup>	3,485,202	0	3,485,202
Pavement	8,951m <sup>2</sup>	8,320,609	7,158	8,327,767
Raised Podium	14,068m <sup>2</sup>	21,159,658	9,314,794	30,474,452
Public Square	1,897m <sup>2</sup>	3,411,035	1,302,956	4,713,991
Other		1,372,791	0	1,372,791
	<b><u>29,586m<sup>2</sup></u></b>	<b><u>37,749,295</u></b>	<b><u>10,624,908</u></b>	<b><u>48,374,203</u></b>

These costs are subject to a series of assumptions & exclusions as described in detail in Section 3 of the Report, but the key points to note are:

- All costs are at October 2015 prices therefore exclude future inflation.
- They exclude VAT.
- They exclude any costs which are/will be included in Section 106/278 Agreements.
- That the works will be carried out as part of the Main Contract, on the basis of a single stage competitive tender.
- That no contamination, obstructions, soft spots or other anomalies/abnormals are present within the ground and that there will be no necessary underground or other services diversions.

### 1.3 Summary of Findings

We have reviewed in detail the Cost Plan provided, noting that this is based on various drawings and specifications that are available.

In carrying out this task, we have carried out a check of the overall extent of works envisaged including the areas on which the Cost Plan is based. We have also then reviewed the rates/allowances for each of the measured items and the separate allowances for main contractor's preliminaries and overheads and profit and design fees.

We published our first report which the following summaries

**Our report at this stage had totals of £21,604,587 for Public Works and £9,303,271 for THFC only Works and the details of this are summarised in the tables below. Further details are also shown in Section 4 of the Report.**

	Arcadis Cost Plan	AECOM Assessment	Difference
Public Works	37,749,295	21,604,587	16,144,708
THFC Works	10,624,909	9,303,271	1,321,638
<b>Total</b>	<b><u>48,374,204</u></b>	<b><u>30,907,858</u></b>	<b><u>17,466,346</u></b>

Since the publication of the March Report, Aecom and Arcadis met on a number of occasions to understand the differences and attempt to reconcile these differences. Over a number of very extensive and productive meetings, Arcadis provided the information required to reconcile the majority of the differences and the following changes were made which reduced the overall difference from £17,463,346 to £2,526,067.

	AECOM £	
Bollards	0.784m	35 additional bollards identified on drawings and adjustment of rate
Public artwork, signage & landscape features	0.932m	Previously the Arcadis allowances for the as yet to be designed public art and landscape features were adjusted downwards. We have reverted to the Arcadis allowances following further discussion on design aspiration to be achieved.
Landscaping	0.389m	Inclusion of lift pits to tree allowances; confirmed not covered elsewhere in structural costs
External lighting	1.021m	Initial uplift in the pricing of the specialist light fittings pending quotation from the lighting supplier
External lighting	6.538m	Revert to Arcadis budgets for specialist lighting pending further design development and Iguzzini budget pricing (see note in detailed section)
Preliminaries, OH&P and fees	3.890m	We had assumed procurement of landscape as a separate contract, independent of the stadium construction. We have reverted to the Arcadis allowances on confirmation that the landscape will be delivered in tandem with the completion of the stadium and podium during the last year of construction. Prelims and OHP allowances have subsequently been confirmed with Mace.
Concrete rates	0.600m	Additional information on pile cap costs received
Reconciliation of areas	0.926m	Area discrepancies to North & South Podiums
Reconciliation of areas	-0.140m	Reduction in areas
<b>Sub total</b>	<b>14.940m</b>	

1.4 Assessment of Overall Cost/m<sup>2</sup> and Benchmarks for Public Works

	Arcadis Cost Plan	AECOM Assessment	Difference
Public Works	37,616,435	35,515,015	2,101,420
THFC Works	10,617,750	10,193,003	424,747
<b>Total</b>	<b>48,234,185</b>	<b>45,708,118</b>	<b>2,526,067</b>

Please note that the following items are the differences between Arcadis Cost Plan and the AECOM assessment.

Residual differences between Arcadis and Aecom	£	
Bollards	0.516m	Difference in rates
Landscaping	0.385m	Difference in rates; mainly relating to the pricing of trees
concrete rates (including piling)	0.296m	Difference in rates
Areas	0.445m	Difference in rates
Others	0.123m	Miscellaneous items
<b>Sub total</b>	<b>1.765m</b>	
Pro-rata allowance for prelims, OH&P & design costs	0.761m	
	<b>2.526m</b>	

The residual difference between AECOM and Arcadis of £1.742m plus associated on-costs of £0.761m represents a normal difference that you would expect between two QS's reviewing their respective cost plans at this stage of a project.

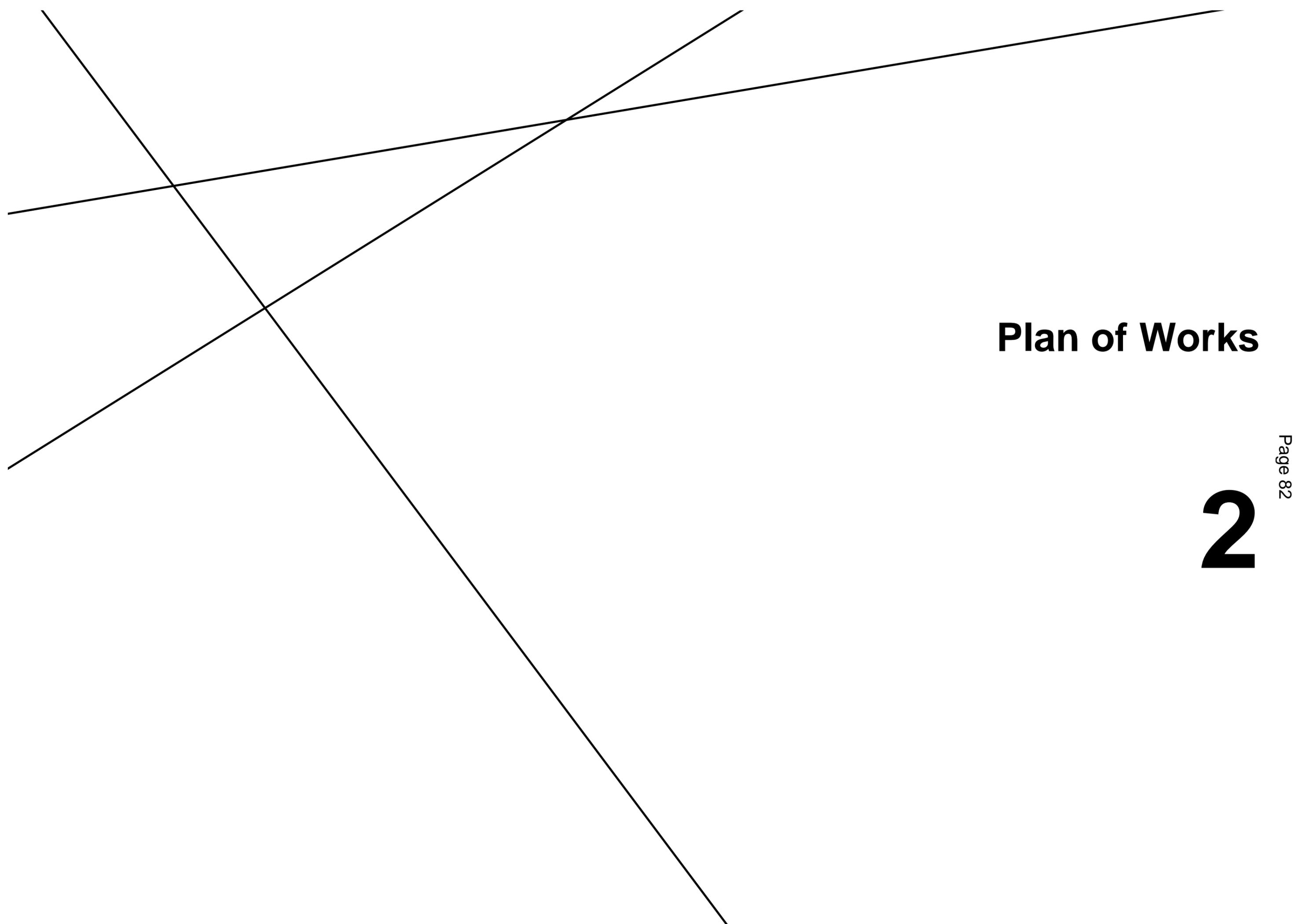
The Arcadis cost plan does not include any design reserve or construction contingency as they report figures net to THFC. For this exercise we have added a 5% allowance for these items.

The rates and prices in the Arcadis cost plan are based on costs current in 3Q '15. We have included an allowance of 13% for tender price inflation from the base date to the start on site date to reflect the likely movement in prices over the next 3 years. This is in line with both Arcadis and AECOM current indices.

## Revised Summary

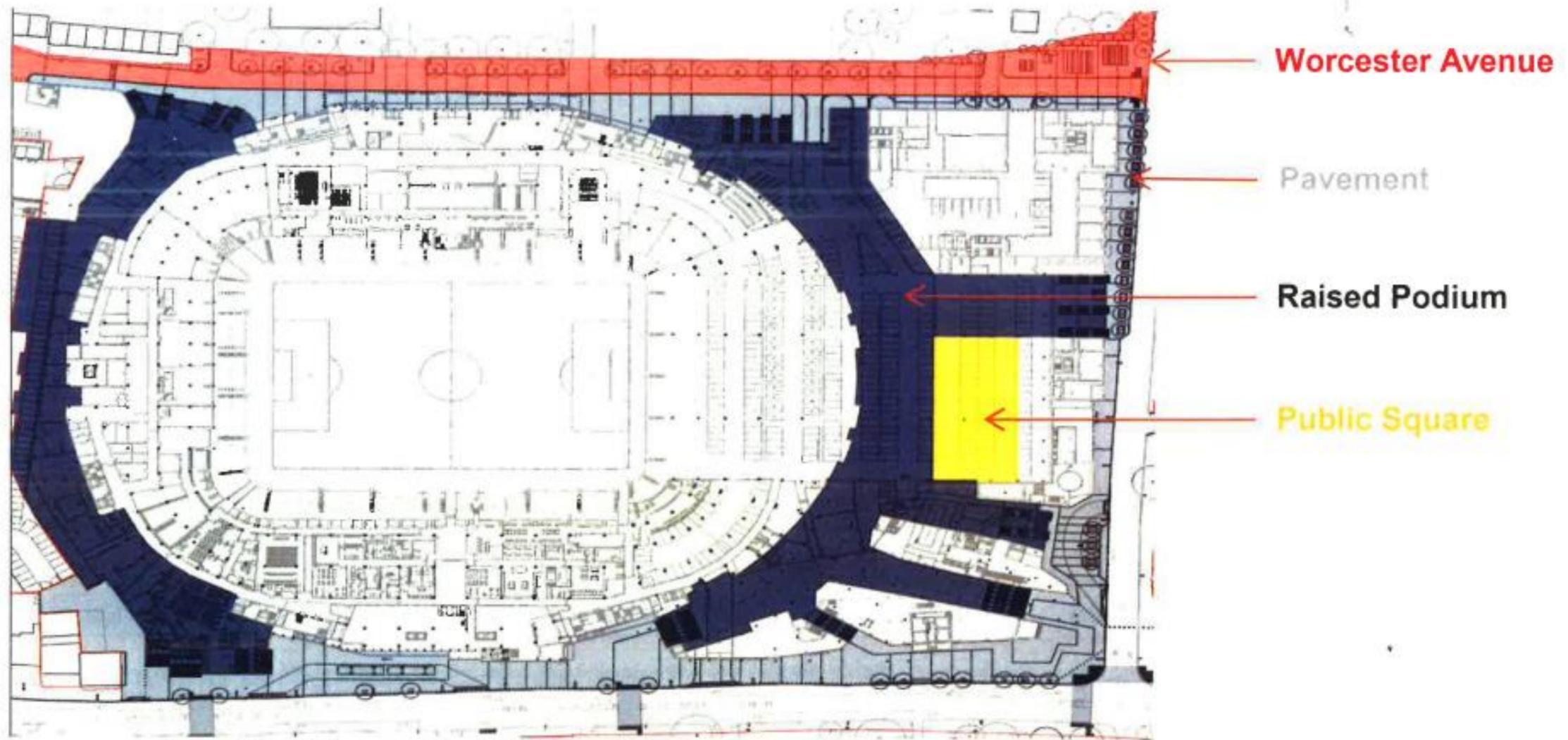
The final position can be summarised as follow:-

Public Realm	Arcadis £	AECOM £	Difference £
<b>Public Works</b>			
1.00 Worcester Avenue	3,485,203	3,287,511	197,692
1.02 Worcester Avenue	1,464,713	1,358,670	106,043
1.03 Park Lane	988,014	946,053	41,961
1.04 Plaza	2,306,937	2,204,694	102,243
1.05 High Road	3,568,104	2,852,979	715,125
2.00 Public North	7,027,425	6,583,460	443,965
2.01 Public South	13,992,213	13,645,940	346,965
2.02 App D Public Podium	3,411,035	3,262,917	148,118
Other Costs	1,372,791	1,372,791	0
<b>Public Works</b>	<b>37,616,435</b>	<b>35,515,015</b>	<b>2,101,420</b>
Recommended Contingency (5%)	1,881,133	1,782,617	98,516
Inflation based on start on site in 3Q '17 and completion by end 2018 (13%)	5,081,693	4,815,561	266,132
<b>Public Works incl Contingency and Inflation</b>	<b>44,579,261</b>	<b>42,113,193</b>	<b>2,466,068</b>
<b>THFC Works</b>			
2.21 C THFC Raised Podium Subs	9,314,794	9,129,002	185,792
App D THFC Public Square	1,302,956	1,064,101	238,855
<b>THFC Works</b>	<b>10,617,750</b>	<b>10,193,103</b>	<b>424,647</b>
Recommended Contingency (5%)	530,576	502,789	27,787
Inflation based on start on site in 3Q '17 and completion by end 2018 (13%)	1,502,273	1,423,597	78,676
<b>THFC Works incl Contingency and Inflation</b>	<b>12,650,599</b>	<b>12,119,489</b>	<b>531,110</b>
<b>Total</b>	<b>57,229,860</b>	<b>54,232,682</b>	<b>2,997,178</b>

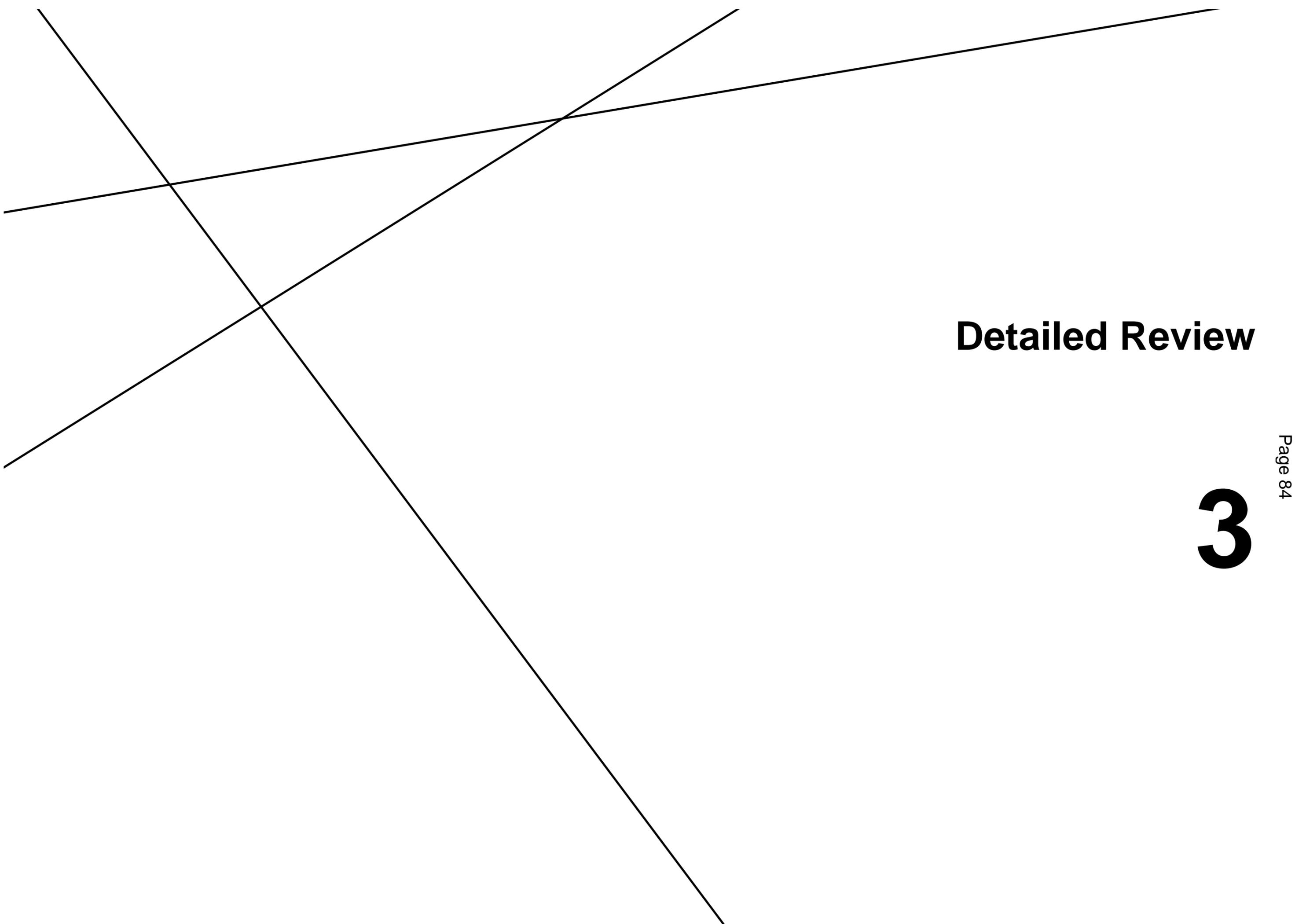
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# Plan of Works

# 2



**Level 00 (Street Plan) & Level 01 (Podium Plan) Estimate**

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## Detailed Review

**3**

### 3.0 DETAILED REVIEW

#### 3.1 General

We have reviewed in detail the Cost Plan provided, noting that this is based on various drawings and specifications that are available.

In carrying out this task, we have carried out a check of the overall extent of works envisaged including the areas on which the Cost Plan is based. We have also then reviewed the rates/allowances for each of the measured items and the separate allowances for main contractor's preliminaries / overheads & profit and design fees.

Meetings with Arcadis in March and April further clarify on the scope and aspiration of the project and these changes are reflected in this current revision.

#### 3.2 Public Works

The details below summarise the observations within Section 4 of the Report and follow the main headings used by Arcadis:

3.2.1 Surface Treatments including Masonry & Hard Cladding – This covers various finishes including granite at £120/m<sup>2</sup>-£150/m<sup>2</sup>, lawn at £80/m<sup>2</sup>, resin based gravel at £90/m<sup>2</sup> and granite kerbs, together with sundry allowances.

These are generally considered to be reasonable albeit the costs for making up levels are considered to be high we have therefore made an adjustment for this.

During the clarification meetings with Arcadis, it became apparent that the Arcadis cost include for 1,098sq.m of area and cost for areas which are internal space within the stadium adjacent to the south podium. The cost for this area is circa £250k including prelims and fees and these areas need to be clarified and confirmed.

3.2.2 External Fittings & Furniture – This covers temporary security barriers, rubbish bins, signage, security bollards, artwork, planters & fountains. These are generally included as lump sum allowances with signage and artwork totalling £890,000 for the scheme. The security bollards are included at a total of £2,215,000 and there is currently a £515k difference between Arcadis and Aecom on the cost of these bollards.

3.2.3 Landscaping – This predominantly covers trees at £7,500 each.

It is considered that this is high and therefore we have included a reduced allowance based on market testing but Aecom have made an additional allowance for all tree pits in addition to the landscaping costs.

3.2.4 Drainage – This covers allowances for surface water drainage based on £35/m<sup>2</sup> of landscape area.

These are generally considered to be reasonable, albeit we have made some adjustments.

3.2.5 External Services – This covers power supplies, CCTV with a total of £480,000 and modifications to existing street lighting at £200,000. The CCTV and modifications to existing street lighting though are lump sum allowances.

The allowances for CCTV & modifications for existing street lighting are considered to be high and therefore we have included for a reduced allowance based on market testing.

3.2.6 External Lighting – This covers façade mounted, uplighting to tree canopies and root mounted lighting columns, together with associated lighting supplies.

The final specification of the external lighting needs to be developed and market testing needs to be concluded. Our current report includes for the Arcadis external lighting allowances but it has been agreed to get supplier quotations and adjust the prices in both estimates on receipt of these quotations.

3.2.7 Public WC Provision – This includes various installations with an equivalent cost of £2,000/m<sup>2</sup>.

It is considered that the costs are reasonable.

3.2.8 Tottenham Experience Accessible Roof – This includes additional costs for the substructure, frame, roof slab and surface treatment and making the roof accessible, with an equivalent cost of £1,014/m<sup>2</sup>.

It is considered that the costs are reasonable.

3.2.9 Main Contractor's Preliminaries – An allowance of 18% has been made on all costs whilst no build-up has been provided.

Arcadis clarified the procurement approach and advised the programme dates. We have reverted to the original Arcadis allowances on the basis that we have been advised that the percentages are reflective of the tenders and approach to procurement public realm as part of the stadium development.

3.2.10 Main Contractor's Overheads & Profit – An allowance of 5.5% has been included on all costs.

It is considered that this is reasonable for works of this nature.

3.2.11 Design Fees – An allowance of 15% has been included on all costs, whilst no build-up has been provided. We have reverted to the original Arcadis allowances on the basis that we have been advised that the percentages are reflective of the current profession fees.

#### 3.3 THFC Works

The details below summarise the observations within Section 4 of the Report and follow the main headings used by Arcadis.

3.3.1 Excavation – This is all excluded, as the allowance for bulk excavation is already included in the separate stadium Cost Plan.

3.3.2. Piling – This is included based on a combination of rates from the Skanska tender return for the bored piling and Arcadis' own assessment for other works.

It is considered that the Skanska tender represents a competitive tender and is reasonable for the works. It is considered that the allowances for other works are reasonable.

**3.0 DETAILED REVIEW (CONTD)****3.3 Substructure Works (contd)****3.3.3 Pile Caps / Ground Beams / Mass Concrete Pads** – This covers various details for the foundations.

Whilst some of the costs are considered reasonable, particular adjustments have been made to reflect our own assessment of the costs.

**3.3.4 Other Foundations** – This covers lift pits.

It is considered that the costs are reasonable.

**3.3.5 Podium Slab** – This covers post-tensioned slabs, reinforced concrete slabs and composite slabs.

It is considered that the costs are generally reasonable, albeit we have made some minor adjustments.

**3.3.6 Podium Steel Structure** – This covers a mixture of pre-cast concrete and steel columns.

It is considered that the costs are reasonable.

**3.3.7 Reinforced Concrete Beams** – This covers reinforced concrete beams and a ground beam slab.

It is considered that the costs are reasonable.

**3.3.8 Main Contractor Preliminaries** – An allowance of 18% has been made on all costs, whilst no build-up has been provided.**3.3.9 Main Contractor Overheads & Profit** – An allowance of 5.5% has been made on all costs.

It is considered that this is reasonable.

**3.3.10 Design Fees** – An allowance of 15% has been made on all costs, whilst no build-up has been provided.**3.4 Review of Assumptions**

The following assumptions in italics are noted in the Cost Plan, together with our commentary in normal typeface.

3.4.1 *The costs are based on a single stage competitive tender procurement route.* This is noted.

3.4.2 *The works are carried out in normal working hours with no provision for “out of hours” working included.* This is noted.

3.4.3 *No primary plant or services infrastructure is included for within this report and it is assumed that the cost for all necessary items is included within the Stadium Cost Plan.* This is noted.

3.4.4 *It has been assumed that all sub-bases on Level 00 (street level) can be reused with minor remedial works.* This is noted.

3.4.5 *No contamination, obstructions, soft spots or other anomalies/abnormals are present within the ground.* This is noted and as such represents an optimal position.

3.4.6 *It is assumed that there will be no necessary underground or other services diversions.* This is noted and has been subsequently advised that diversions are included in the enabling works.

3.4.7 *Works to pavements undertaken as part of S278 works are excluded from this cost plan.* This is noted.

3.4.8 *Allowances listed for items are sufficient for a job of this size and nature.* This is noted.

3.4.9 *Works are to be carried out as part of the main contract.* This is noted.

3.4.10 *Costs have been allocated between the following headings.* This is noted, albeit the nature of the public realm works differs substantially from the Stadium Works. This is therefore, reflected in our assessment of the Main Contractor’s Preliminaries.

- 1) *THFC only where the item of work is solely for THFC benefit and the full cost is THFC’s.*
- 2) *Mixed use where the item of work is deemed to be of mutual benefit and therefore cost is split between THFC and Public. See below for calculation.*
- 3) *Public only – where item of work is deemed to be for Public benefit only and not necessary as part of the stadium works. Costs are therefore fully allocated to Public.*

3.4.11 **Option A** – *Cost allocation includes for the following scope of works between parties.* This is noted.

- *LBH – Worcester Avenue, Pavement Areas, Finishes of Raised Podium, Public Square, Other Costs & Substructure*
- *THFC – Items previously advised in current report, this consists of; Bill Nicholson Gates and Substructure Level 00 – car park reinforced concrete ground bearing slab*
- *Mixed, 50:50 split – not applicable.*

**3.5 Review of Exclusions**

The following exclusions are noted on the Cost Plan:

3.5.1 *Legal costs / boundary costs.* This is noted.

3.5.2 *Finance Costs.* This is noted.

### 3.0 DETAILED REVIEW (CONTD)

#### 3.5 Review of Exclusions (contd)

3.5.3 *Cost of maintenance agreements or extended warranties.* This is noted, whilst it is also noted that there are no allowances for adoption fees or commuted sums. Please though see the details in Section 1.4 of the Report, as it is important that the ongoing responsibility for maintenance is clarified.

3.5.4 *Client staff costs.* This is noted.

3.5.5 *Artwork other than the allowances included.* The Cost Plan already includes a combined allowance of £890,000 for artwork and signage. Please though see our comments on this elsewhere in the Report.

3.5.6 *Statutory services costs.* This is noted.

3.5.7 *No unusual "out of hours" working.* This is noted.

3.5.8 *Section 106/278 agreements.* This is noted.

3.5.9 *VAT.* This is noted.

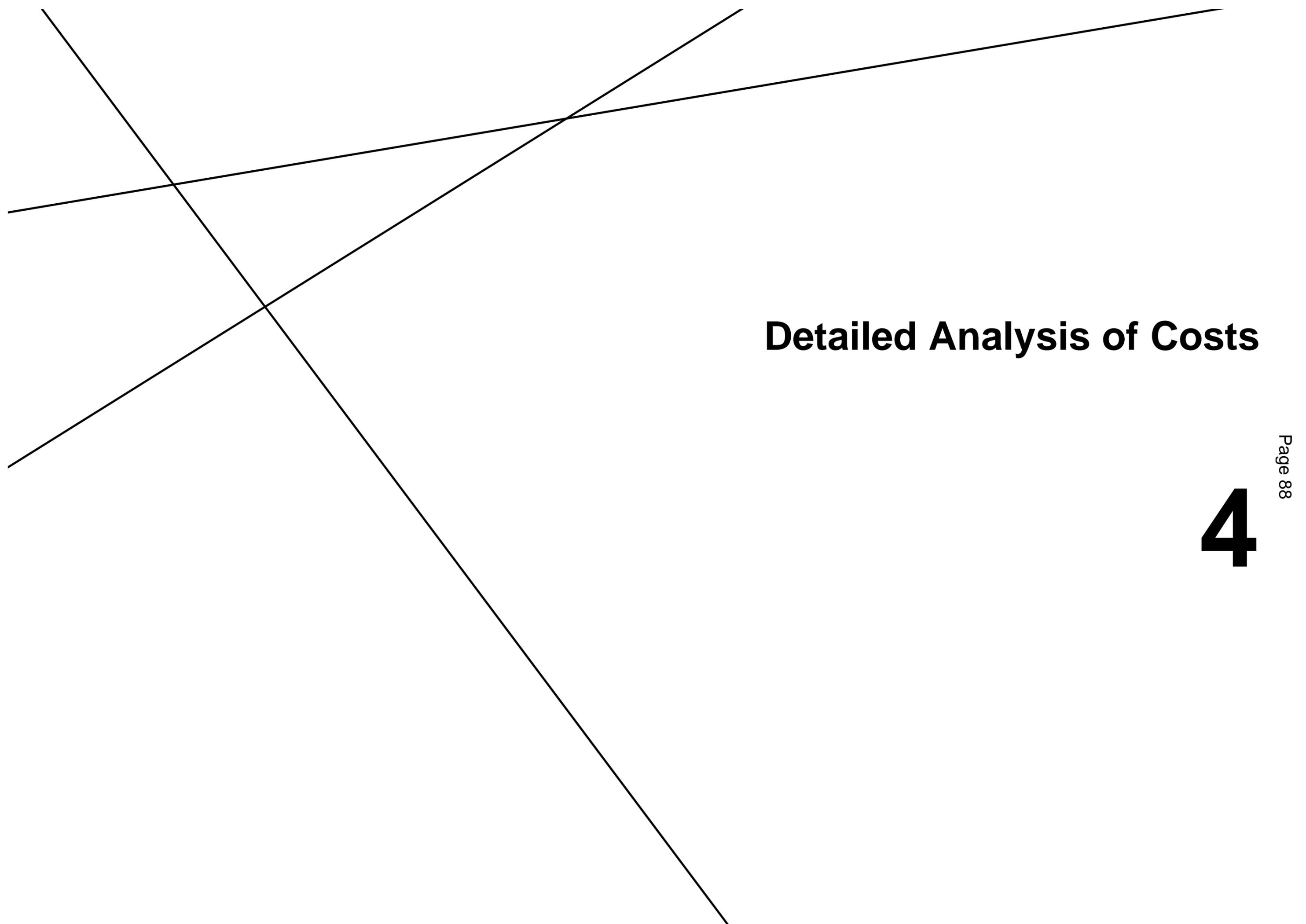
3.5.10 *Wi-Fi connectivity.* This is noted.

3.5.11 *Mobile phone boosters.* This is noted.

3.5.12 *Inflation allowances (costs are as per the date of the report).* This is noted and therefore all costs are reported at October 2015 rates. However, it is assumed that the rates from the Skanska tender return include inflation. Since the March report, it has been suggested that inflation is added to both Arcadis and Aecom reports.

#### 3.6 Contingency / Risk

It is noted there is no allowance for this in the Cost Plan. It is also recognised that Arcadis have made an assumption that no contamination, obstructions, soft spots or other anomalies/abnormals are present within the ground and that there will be no necessary underground or other service diversions. Since the March report, it has been suggested that risk is added to both Arcadis and Aecom reports.

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# Detailed Analysis of Costs

**4**

Tottenham Hotspurs ; Comparison of Aecom and Arcadis for Northumberland Development Project ; 8 April 2016

Appendix A - Level 00 (Podium Plan) Pavement Cost Plan Worcester Avenue - Public

Revised assessment

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				AECOM ASSESSMENT (C)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Appendix A - Level 00 (Street Plan) Worcester Avenue Cost Plan</b>													
<b>Site Preparation</b>				<b>131,750</b>				<b>131,750</b>				<b>117,950</b>	
Allowance for drain/manhole cover relocations	1	Item	15,000	15,000	1	item	15,000	15,000	1	item	15,000	15,000	
Site preparation preparatory earth works	4,670	m²	25	116,750	4,118	m²	25	116,750	4,118	m²	25	102,950	
<b>Surface Treatments &amp; Masonry / Hard Cladding</b>				<b>792,700</b>				<b>770,470</b>				<b>718,540</b>	
Make up levels to suit finish	4,670	m²	25	116,750	4,118	m²	15	116,750	4,118	m²	25	102,950	
Granite Paving Stone; dark grey	2,014	m²	150	302,100	1,807	m²	150	302,100	2,014	m²	150	302,100	
Granite Paving Stone	2,055	m²	120	246,600	1,966	m²	120	246,600	1,759	m²	120	211,080	
Lawn	192	m²	80	15,360	201	m²	80	15,360	201	m²	80	16,080	
Resin Bound Gravel	178	m²	90	16,020	144	m²	90	16,020	144	m²	90	12,960	
Kerbs; granite, 300mm wide	378	m²	90	34,020	100	m²	90	34,020	378	m²	90	34,020	
Allowance to Treatment Wall	750	m²	75	56,250	450	m²	75	34,020	450	m²	75	33,750	
Line marking to Car parking spaces	1,120	m²	5	5,600	1,120	m²	5	5,600	1,120	m²	5	5,600	
<b>External Fittings &amp; Furniture</b>				<b>682,500</b>				<b>177,500</b>				<b>682,500</b>	
Temporary Security Barrier to close road at each end	2	nr	50,000	100,000	2	nr	50,000	100,000	2	nr	50,000	100,000	
Allowance for rubbish bins	1	Item	7,500	7,500	1	Item	7,500	7,500	1	Item	7,500	7,500	
Allowance for signage	1	Item	50,000	50,000	1	Item	25,000	50,000	1	Item	50,000	50,000	
Security Bollard; retractable stainless steel	22	No	20,000	440,000				-	22	No	15,000	440,000	AECOM were advised by ATG that the unit costs of a retractable bollard = 9.5k plus 5.5k for hand dig There is a commissioning charge ok 32k and a carriage of equipment to site charge of 10k. This therefore as an average cost equates to c11k per bollard
Security Bollard; stainless steel	13	No	5,000	65,000				-	13	No	3,500	65,000	
Artwork	1	Item	20,000	20,000	1	Item	10,000	20,000	1	Item	20,000	20,000	
<b>Landscaping</b>				<b>187,500</b>				<b>94,192</b>				<b>156,692</b>	
Trees; 3-4m high clear stem, metal grate	25	nr	7,500	187,500									
Trees; Sorbus Intermedia 'Brouwers'; 3-5m high					14	nr	4,066	56,924	14	nr	4,066	56,924	*AECOM rate market tested+
Trees; Tilia Cordata 'Greenspire'; 3-5m high					11	nr	3,388	37,268	11	nr	3,388	37,268	
									25	nr	2,500	62,500	*AECOM rate tree pits allowance
<b>Drainage</b>				<b>163,450</b>				<b>163,450</b>				<b>144,130</b>	
Allowance for surface water drainage	4,670	m²	35	163,450	4,118	m²	35	163,450	4,118	m²	35	144,130	
E/O for sustainable drainage system (say 2.00m wide)	60	m²	400	Assumed Not Req'd									
<b>External Services</b>				<b>141,700</b>				<b>141,700</b>				<b>106,180</b>	
Allowance for in ground power supplies	4,670	m²	10	46,700	4,118	m²	10	46,700	4,118	m²	10	41,180	
Allowance for CCTV	15	nr	4,000	60,000	15	nr	2,000	60,000	15	nr	2,000	30,000	*AECOM benchmark rate
Modifications to existing street lights	1	Item	35,000	35,000	1	Item	35,000	35,000	1	Item	35,000	35,000	
<b>External Lighting - As Indicated on Draw No. E8100</b>				<b>334,821</b>				<b>94,872</b>				<b>370,341</b>	
Add: EXL 16 Root mounted lighting columns to illuminate road	16	nr	18,000	288,000	16	nr	5,000	80,000	16	nr	5,000	80,000	
Light Installation	16	nr	60	960	16	nr	60	960	16	nr	60	960	
Wiring	16	nr	80	1,280	16	nr	80	1,280	16	nr	80	1,280	
Testing (3%)	3	%	290,240	8,710	3	%	82,240	2,467	3	%	82,240	2,467	
Sub-contractors prelims (12%)	12	%	298,950	35,871	12	%	84,707	10,165	12	%	84,707	10,165	
Lighting adjustment												275,469	refer to detailed report - lighting needs to be adjusted when marked prices are received
<b>Sub total</b>				<b>2,434,421</b>				<b>1,573,934</b>				<b>2,296,333</b>	
Preliminaries	18.0%			438,196	12.5	%	1,573,934	196,742	18	%	2,296,333	413,340	Arcadis advised rates are correct
OH&P	5.50%			157,994	5.5	%	1,770,676	97,387	5.5	%	2,709,673	149,032	Arcadis advised rates are correct
<b>Sub total Construction</b>				<b>3,030,611</b>				<b>1,868,063</b>				<b>2,858,705</b>	
Design fees	15.0%			454,592	10	%	1,868,063	186,806	15	%	2,858,705	428,806	Arcadis advised rates are correct
<b>SUMMARY OF PAVING COST</b>				<b>3,485,203</b>				<b>2,054,869</b>				<b>3,287,511</b>	

Tottenham Hotspurs ; Comparison of Aecom and Arcadis for Northumberland Development Project ; 8 April 2016

Appendix B - Level 00 (Podium Plan) Pavement Cost Plan Worcester Avenue - Public

Revised assessment

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Appendix B - Level 00 (Street Plan) Pavement Cost Plan</b>													
<b>Worcester Avenue</b>													
<b>Site Preparation</b>				<b>59,125</b>				<b>59,450</b>				<b>59,450</b>	
Allowance for drain/ manhole cover relocations	1	item	5,000	5,000	1	item	5,000	5,000	1	item	5,000	5,000	
Site preparation preparatory earthworks	2,165	m²	25	54,125	2,178	m²	25	54,450	2,178	m²	25	54,450	*AECOM undertook an independent area check
<b>Surface Treatments &amp; Masonry / Hard Cladding</b>				<b>572,105</b>				<b>544,290</b>				<b>566,070</b>	
Make up levels to suit finish	2,165	m²	25	54,125	2,178	m²	15	32,670	2,178	m²	25	54,450	
Dark Granite Paving Stone	911	m²	150	136,650	912	m²	150	136,800	912	m²	150	136,800	
Light Granite Paving Stone	1,254	m²	120	150,480	1,266	m²	120	151,920	1,266	m²	120	151,920	
Kerbs	390	m	90	35,100	300	m	90	27,000	300	m	90	27,000	
Masonry / hard cladding at Ground Level	653	m²	300	195,750	653	m²	300	195,900	653	m²	300	195,900	
<b>External Fittings and Furnishing</b>				<b>244,500</b>				<b>167,500</b>				<b>185,000</b>	
Rubbish bins	1	item	2,500	2,500	1	item	2,500	2,500	1	item	2,500	2,500	
Signage	1	item	25,000	25,000	1	item	12,500	12,500	1	item	25,000	25,000	
Seating	32	nr	1,000	32,000	32	nr	1,000	32,000	32	nr	1,000	32,000	
Artwork	1	item	10,000	10,000	1	item	5,000	5,000	1	item	10,000	10,000	
Security bollard; stainless steel	35	nr	5,000	175,000	33	nr	3,500	115,500	33	nr	3,500	115,500	*ATG advised AECOM the cost per Centurion shallow mount = £2,900 + e/o for installation
<b>Drainage</b>				<b>75,775</b>				<b>76,230</b>				<b>76,230</b>	
Allowance for surface water drainage	2,165	m²	35	75,775	2,178	m²	35	76,230	2,178	m²	35	76,230	
<b>External Services</b>				<b>56,650</b>				<b>46,780</b>				<b>46,780</b>	
Allowance for in ground power supplies	2,165	m²	10	21,650	2,178	m²	10	21,780	2,178	m²	10	21,780	
Allowance for CCTV	5	nr	4,000	20,000	5	nr	2,000	10,000	5	nr	2,000	10,000	
Modifications to existing street lights	1	item	15,000	15,000	1	item	15,000	15,000	1	item	15,000	15,000	
<b>External Lighting</b>				<b>14,950</b>				<b>15,504</b>				<b>15,504</b>	
EXL 12 Façade mounted lighting to stadium entrance	22	nr	500	11,000	21	nr	500	10,500	21	nr	500	10,500	*21 lights demonstrated on drawing no:E8100
Light installation	14	nr	60	840	21	nr	60	1,260	21	nr	60	1,260	*Wiring required to all new lights
Wiring	14	nr	80	1,120	21	nr	80	1,680	21	nr	80	1,680	
Testing (3%)	3.00	%	12,960	390	3.00	%	13,440	403	3.00	%	13,440	403	
Sub-contractor prelims	12	%	13,350	1,600	12	%	13,843	1,661	12	%	13,843	1,661	
Lighting adjustment													refer to detailed report - lighting needs to be adjusted when marked prices are received
<b>Sub total</b>				<b>1,023,105</b>				<b>909,754</b>				<b>949,034</b>	
Preliminaries	18	%		184,159	12.5	%	909,754	113,719	18	%	949,034	170,826	Arcadis advised rates are correct
OH&P	5.5	%		66,400	5.5	%	1,023,473	56,291	5.5	%	1,119,860	61,592	Arcadis advised rates are correct
<b>Sub Total construction</b>				<b>1,273,663</b>				<b>1,079,764</b>				<b>1,181,452</b>	
Design Fees	15	%		191,050	10	%	1,079,764	107,976	15	%	1,181,452	177,218	Arcadis advised rates are correct
<b>Total of Pavement to Worcester Avenue</b>				<b>1,464,713</b>				<b>1,187,740</b>				<b>1,358,670</b>	

Tottenham Hotspurs ; Comparison of Aecom and Arcadis for Northumberland Development Project ; 8 April 2016

Appendix B - Level 00 (Podium Plan) Pavement Cost Plan Park Lane - Public

Revised assessment

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				AECOM ASSESSMENT (C)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Appendix B - Level 00 (Street Plan) Pavement Cost Plan</b>													
<b>Park Lane</b>													
<b>Site Preparation</b>				<b>45,350</b>				<b>45,975</b>					<b>45,975</b>
Allowance for drain/ manhole cover relocations	1	item	20,000	20,000	1	item	20,000	20,000	1	item	20,000	20,000	
Site preparation preparatory earthworks	1,014	m <sup>2</sup>	25	25,350	1,039	m <sup>2</sup>	25	25,975	1,039	m <sup>2</sup>	25	25,975	
<b>Surface Treatments &amp; Masonry / Hard Cladding</b>				<b>167,580</b>				<b>164,595</b>					<b>174,985</b>
Make up levels to suit finish	1,014	m <sup>2</sup>	25	25,350	1,039	m <sup>2</sup>	15	15,585	1,039	m <sup>2</sup>	25	25,975	
Dark Granite Paving Stone	451	m <sup>2</sup>	150	67,650	458	m <sup>2</sup>	150	68,700	458	m <sup>2</sup>	150	68,700	
Light Granite Paving Stone	470	m <sup>2</sup>	120	56,400	514	m <sup>2</sup>	120	61,680	514	m <sup>2</sup>	120	61,680	
Resin bound gravel	52	m <sup>2</sup>	90	4,680	67	m <sup>2</sup>	90	6,030	67	m <sup>2</sup>	90	6,030	
kerbs; granite, 300mm wide	150	m <sup>2</sup>	90	13,500	140	m <sup>2</sup>	90	12,600	140	m <sup>2</sup>	90	12,600	
<b>External Fittings and Furnishing</b>				<b>72,500</b>				<b>37,500</b>					<b>72,500</b>
Rubbish bins	1	item	10,000	10,000	1	item	2,500	2,500	1	item	10,000	10,000	Same specification as bin allowed in Worcester Avenue
Signage	1	item	25,000	25,000	1	item	12,500	12,500	1	item	25,000	25,000	
Artwork	1	item	30,000	30,000	1	item	15,000	15,000	1	item	30,000	30,000	
cycle racks	5	nr	1,000	5,000	5	nr	1,000	5,000	5	nr	1,000	5,000	
timber bench	5	nr	500	2,500	5	nr	500	2,500	5	nr	500	2,500	
<b>Landscaping</b>				<b>97,500</b>				<b>46,535</b>					<b>79,035</b>
Trees 3-4m high clear stem, metal grate	13	nr	7,500	97,500									
Acer Platanoides 'Goldsworth'					4	nr	3,446	13,784	4	nr	3,446	13,784	
Sorbus Aria 'Lutescens'					9	nr	3,639	32,751	9	nr	3,639	32,751	
									13	nr	2,500	32,500	*AECOM rate tree pits allowance
<b>Drainage</b>				<b>35,490</b>				<b>36,365</b>					<b>36,365</b>
Allowance for surface water drainage	1,014	m <sup>2</sup>	35	35,490	1,039	m <sup>2</sup>	35	36,365	1,039	m <sup>2</sup>	35	36,365	
<b>External Services</b>				<b>100,140</b>				<b>70,000</b>					<b>80,390</b>
Allowance for in ground power supplies	1,014	m <sup>2</sup>	10	10,140	1,039	m <sup>2</sup>	-	-	1,039	m <sup>2</sup>	10	10,390	
Allowance for CCTV	10	nr	4,000	40,000	10	nr	2,000	20,000	10	nr	2,000	20,000	
Modifications to existing street lights	1	item	50,000	50,000	1	item	50,000	50,000	1	item	50,000	50,000	
<b>External Lighting - As indicated on Draw No. E8100</b>				<b>171,570</b>				<b>100,028</b>					<b>171,570</b>
EXL 01 Up lighting to tree canopies	13	nr	550	7,150	13	nr	550	7,150	13	nr	550	7,150	
EXL 12 Façade mounted lighting to stadium entrance	1	nr	500	500	1	nr	500	500	1	nr	500	500	
EXL 15 Roof mounted lighting columns to illuminate road and footpaths	2	nr	18,000	36,000	2	nr	5,000	10,000	2	nr	5,000	10,000	
EXL 16 Roof mounted lighting columns to illuminate road	6	nr	17,000	102,000	13	nr	5,000	65,000	13	nr	5,000	65,000	
Light installation	22	nr	60	1,320	29	nr	60	1,740	29	nr	60	1,740	
Wiring	22	nr	80	1,760	29	nr	80	2,320	29	nr	80	2,320	
Testing	3	%	148,730	4,460	3	%	86,710	2,601	3	%	86,710	2,601	
Sub-contractors prelims	12	%	153,190	18,380	12	%	89,311	10,717	12	%	89,311	10,717	
Lighting adjustment												71,542	refer to detailed report - lighting needs to be adjusted when marked prices are received
<b>Sub total</b>				<b>518,560</b>				<b>500,998</b>					<b>660,820</b>
Preliminaries	18	%		124,223	12.5	%	500,998	62,625	18	%	660,820	118,948	Arcadis advised rates are correct
OH&P	5.5	%		44,789	5.5	%	563,623	30,999	5.5	%	779,768	42,887	Arcadis advised rates are correct
<b>Sub total construction</b>				<b>859,143</b>				<b>594,622</b>					<b>822,655</b>
Design Fees	15	%		128,871	10	%	594,622	59,462	15	%	822,655	123,398	Arcadis advised rates are correct
<b>Total of Pavement Works to Park Lane</b>				<b>988,014</b>				<b>654,084</b>					<b>946,053</b>

Tottenham Hotspurs ; Comparison of Aecom and Arcadis for Northumberland Development Project ; 8 April 2016

Appendix B - Level 00 (Podium Plan) Pavement Cost Plan Plaza - Public

Revised assessment

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Appendix B - Level 00 (Street Plan) Pavement Cost Plan Plaza</b>													
<b>Site Preparation</b>				<b>75,775</b>				<b>59,120</b>					<b>85,200</b>
Allowance for drain/ manhole cover relocations	1	item	20,000	20,000	1	item	20,000	20,000	1	item	20,000	20,000	20,000
Site preparation preparatory earthworks	2,231	m²	25	55,775	2,608	m²	15	39,120	2,608	m²	25	65,200	65,200
<b>Surface Treatments &amp; Masonry / Hard Cladding</b>				<b>422,270</b>				<b>443,030</b>					<b>411,915</b>
Make up levels to suit finish	2,231	m²	25	55,780	2,608	m²	15	39,120	2,125	m²	25	53,125	53,125 *Arithmetical error Arcadis = 55,755
Dark Granite Paving Stone	1,724	m²	150	258,600	1,254	m²	150	188,100	1,677	m²	150	251,550	251,550
Light Granite Paving Stone	434	m²	120	52,080	1,340	m²	120	160,800	434	m²	120	52,080	52,080
Resin bound gravel	14	m²	90	1,260	14	m²	90	1,260	14	m²	90	1,260	1,260
Planter	6	m²	500	3,000	6	m²	500	3,000	6	m²	500	3,000	3,000
Kerbs; granite; 300mm wide	178	m	100	17,800	170	m²	100	17,000	170	m²	100	17,000	17,000
Masonry / Hard Cladding at Ground Level	113	m²	300	33,750	113	m²	300	33,750	113	m²	300	33,900	33,900 *Awaiting further design development
<b>External Fittings and Furnishing</b>				<b>681,000</b>				<b>508,500</b>					<b>646,000</b>
Rubbish bins	1	item	10,000	10,000	1	item	10,000	10,000	1	item	10,000	10,000	10,000
Signage	1	item	25,000	25,000	1	item	12,500	12,500	1	item	25,000	25,000	25,000
Security bollard; stainless steel	76	nr	5,000	380,000	100	nr	3,500	350,000	100	nr	3,500	350,000	350,000 *ATG advised AECOM the cost per Centurion shallow mount = £2,900 + e/o for installation
Artwork	1	item	250,000	250,000	1	item	125,000	125,000	1	item	250,000	250,000	250,000
Bus Shelter with seating	1	item	5,000	5,000	1	item	5,000	5,000	1	item	5,000	5,000	5,000
Cycle Rack	4	nr	1,000	4,000	4	nr	1,000	4,000	4	nr	1,000	4,000	4,000
Relocation of Bill Nicholson Gates	1	item	5,000	5,000									
Timber Bench	4	nr	500	2,000	4	nr	500	2,000	4	nr	500	2,000	2,000
<b>Landscaping</b>				<b>75,000</b>				<b>34,463</b>					<b>59,463</b>
Trees; 3-4m high clear stem, metal grate	10	nr	7,500	75,000									
Quercus Rubra					3	nr	3,580	10,740	3	nr	3,580	10,740	10,740 *Additional trees added further to drawing as agreed between populous and Arcadis
Platanus x Hispanica					7	nr	3,389	23,723	7	nr	3,389	23,723	23,723
									10	nr	2,500	25,000	25,000 *AECOM rate tree pits allowance
<b>Drainage</b>				<b>78,090</b>				<b>91,280</b>					<b>74,375</b>
Allowance for surface water drainage	2,231	m²	35	78,090	2,608	m²	35	91,280	2,125	m²	35	74,375	74,375
<b>External Services</b>				<b>112,310</b>				<b>96,080</b>					<b>96,080</b>
Allowance for in ground power supplies	2,231	m²	10	22,310	2,608	m²	10	26,080	2,608	m²	10	26,080	26,080
Allowance for CCTV	10	nr	4,000	40,000	10	nr	2,000	20,000	10	nr	2,000	20,000	20,000
Modifications to existing street lights	1	item	50,000	50,000	1	item	50,000	50,000	1	item	50,000	50,000	50,000
<b>External Lighting - As indicate on draw No. E8100</b>				<b>166,950</b>				<b>78,814</b>					<b>166,950</b>
EXL 01 Up lighting to tree canopies	14	nr	550	7,700	14	nr	550	7,700	14	nr	550	7,700	7,700
EXL 12 Façade mounted lighting to stadium entrance	1	nr	500	500	4	nr	500	2,000	4	nr	500	2,000	2,000
EXL 15 Roof mounted lighting columns to illuminate road and footpaths	6	nr	18,000	108,000	8	nr	5,000	40,000	8	nr	5,000	40,000	40,000
EXL 16					10				10				
EXL 17 Roof mounted lighting columns to illuminate steps	1	nr	15,000	15,000	1	nr	3,000	3,000	1	nr	3,000	3,000	3,000
EXL 18 Recessed lighting to VIP arch	36	m	150	5,400	36	m	150	5,400	36	m	150	5,400	5,400
Light installation	58	nr	60	3,480	73	nr	60	4,380	73	nr	60	4,380	4,380
Wiring	58	nr	80	4,640	73	nr	80	5,840	73	nr	80	5,840	5,840
Testing	3	%	144,720	4,340	3	%	68,320	2,050	3	%	68,320	2,050	2,050
Sub-contractors prelims	12	%	149,060	17,890	12	%	70,370	8,444	12	%	70,370	8,444	8,444
Lighting adjustment												88,136	88,136 refer to detailed report - lighting needs to be adjusted when marked prices are received
<b>Sub total</b>				<b>1,611,395</b>				<b>1,311,287</b>					<b>1,539,983</b>
Prelims	18	%		290,052	12.5	%	1,311,287	163,911	18	%	1,539,983	277,197	277,197 Arcadis advised rates are correct
OH&P	5.5	%		104,580	5.5	%	1,475,198	81,136	5.5	%	1,817,180	99,945	99,945 Arcadis advised rates are correct
<b>Sub total Construction</b>				<b>2,006,032</b>				<b>1,556,334</b>					<b>1,917,125</b>
Design fees	15	%		300,905	10	%	1,556,334	155,633	15	%	1,917,125	287,569	287,569 Arcadis advised rates are correct
<b>Total Works to Plaza</b>				<b>2,306,937</b>				<b>1,711,967</b>					<b>2,204,694</b>

Tottenham Hotspurs ; Comparison of Aecom and Arcadis for Northumberland Development Project ; 8 April 2016

Appendix B - Level 00 (Podium Plan) Pavement Cost Plan High Road- Public

Revised assessment

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				AECOM ASSESSMENT (B)				Comments	
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)		
<b>Appendix B - Level 00 (Street Plan) Pavement Cost Plan</b>														
<b>High Road</b>														
<b>Site Preparation</b>				<b>108,525</b>				<b>92,100</b>				<b>92,100</b>		
Allowance for drain/ manhole cover relocations	1	item	20,000	20,000	1	item	20,000	20,000	1	item	20,000	20,000	20,000	Allowance made as limited design information
Site preparation preparatory earthworks	3,541	m2	25	88,525	2,884	m2	25	72,100	2,884	m2	25	72,100	72,100	AECOM undertook and independent measure of area
<b>Surface Treatments &amp; Masonry Hard Cladding</b>				<b>638,070</b>				<b>472,890</b>				<b>592,245</b>		
Make up levels to suit finish	3,541	m2	25	88,525	2,884	m2	15	43,260	3,381	m2	25	84,525	84,525	
Dark Granite Paving Stone	2,360	m2	150	354,000	983	m2	150	147,450	1,575	m2	150	236,250	236,250	
Light Granite Paving Stone	1,073	m2	120	128,760	1,872	m2	120	224,640	1,795	m2	120	215,400	215,400	
Lawn	16	m2	80	1,280			80	-			80	-	-	
Resin bound gravel	12	m2	90	1,035	29	m2	90	2,610	11	m2	90	990	990	
Kerbs; granite; 300mm wide	268	m	90	24,120	162	m	90	14,580	162	m	90	14,580	14,580	
Masonry / Hard Cladding at Ground Level	135	m2	300	40,350	135	m2	300	40,350	135	m2	300	40,500	40,500	
<b>External Fittings and Furnishing</b>				<b>1,120,000</b>				<b>574,500</b>				<b>698,000</b>		
Rubbish bins	1	item	10,000	10,000	1	item	10,000	10,000	1	item	10,000	10,000	10,000	
Signage	1	item	25,000	25,000	1	item	12,500	12,500	1	item	25,000	25,000	25,000	
Artwork	1	item	30,000	30,000	1	item	15,000	15,000	1	item	30,000	30,000	30,000	
Security bollard; stainless steel; retractable	24	nr	20,000	480,000	24	nr	11,000	264,000	24	nr	15,000	360,000	360,000	AECOM were advised by ATG that the unit costs of a retractable bollard = 9.5k plus 5.5k for hand dig There is a commissioning charge ok 32k and a carriage of equipment to site charge of 10k. This therefore as an average cost equates to c11k per bollard
Security bollard; stainless steel ; security bollard	115	nr	5,000	575,000	78	nr	3,500	273,000	78	nr	3,500	273,000	273,000	*ATG advised AECOM the cost per Centurion shallow mount = £2,900 + e/o for installation
<b>Soft Landscaping</b>				<b>45,000</b>				<b>20,334</b>				<b>35,334</b>		
Trees; 3-4m high clear stem, metal grade	6	nr	7,500	45,000										Additional trees included as per populous meeting
Platanus x Hispanica					6	nr	3,389	20,334	6	nr	3,389	20,334	20,334	
									6	nr	2,500	15,000	15,000	*AECOM rate tree pits allowance
<b>Drainage</b>				<b>123,935</b>				<b>100,940</b>				<b>118,335</b>		
Allowance for surface water drainage	3,541	m2	35	123,935	2,884	m2	35	100,940	3,381	m2	35	118,335	118,335	
<b>External Services</b>				<b>165,410</b>				<b>118,840</b>				<b>123,810</b>		
Allowance for in ground power supplies	3,541	m2	10	35,410	2,884	m2	10	28,840	3,381	m2	10	33,810	33,810	
Allowance for CCTV	20	nr	4,000	80,000	20	nr	2,000	40,000	20	nr	2,000	40,000	40,000	
Modifications to existing street lights	1	item	50,000	50,000	1	item	50,000	50,000	1	item	50,000	50,000	50,000	
<b>External Lighting - As indicated on Draw No. E8100</b>				<b>291,388</b>				<b>146,934</b>				<b>332,988</b>		
EXL 01 up lighting to tree canopies	12	nr	550	6,600	12	nr	550	6,600	12	nr	550	6,600	6,600	
EXL 12 Façade mounted lighting to stadium entrance	11	nr	500	5,500	8	nr	500	4,000	8	nr	500	4,000	4,000	*AECOM remeasure
EXL 15 Roof mounted lighting columns to illuminate road and	13	nr	18,000	234,000	11	nr	5,000	55,000	11	nr	5,000	55,000	55,000	*AECOM remeasure
EXL 16					11	nr	5,000	55,000	11	nr	5,000	55,000	55,000	*Additional lights shown
EXL 18 Recessed lighting to VIP arch	5	m	150	750	5	m	150	750	5	m	150	750	750	
Light installation	41	nr	60	2,460	43	nr	60	2,580	43	nr	60	2,580	2,580	*Additional lights shown
Wiring	41	nr	80	3,280	43	nr	80	3,440	43	nr	80	3,440	3,440	*Additional lights shown
Testing	3	%	252,590	7,578	3	%	127,370	3,821	3	%	127,370	3,821	3,821	
Sub-contractor prelims	12	%	260,168	31,220	12	%	131,191	15,743	12	%	131,191	15,743	15,743	
Lighting adjustment													186,054	refer to detailed report - lighting needs to be adjusted when marked prices are received
<b>Sub-total</b>				<b>2,492,328</b>				<b>1,526,538</b>				<b>1,992,812</b>		
Preliminaries	18	%		448,619	12.5	%	1,526,538	190,817	18	%	1,992,812	358,706	358,706	Arcadis advised rates are correct
OH&P	5.5	%		161,752	5.5	%	1,717,355	94,455	5.5	%	2,351,518	129,333	129,333	Arcadis advised rates are correct
<b>Sub-total Construction</b>				<b>3,102,699</b>				<b>1,811,810</b>				<b>2,480,851</b>		
Design Fees	15	%		465,405	10	%	1,811,810	181,181	15	%	2,480,851	372,128	372,128	Arcadis advised rates are correct
<b>Total of pavement works to High Road</b>				<b>3,568,104</b>				<b>1,992,991</b>				<b>2,852,979</b>		

Appendix C - Level 01 (Podium Plan) Raised Podium North Finishes Cost Plan - Public

Revised assessment

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Appendix C - Level 01 (Podium Plan) Raised Podium North Finishes Cost Plan</b>													
<b>Raised Podium North Finishes</b>													
<b>Site Preparation</b>				<b>21,380</b>				<b>5,000</b>				<b>5,000</b>	
Remove existing finish to North end of podium adjacent to ramp	1,069	m <sup>2</sup>	20	21,380	250	m <sup>2</sup>	20	5,000	250	m <sup>2</sup>	20	5,000	*AECOM remeasure
<b>Surface Treatments &amp; Masonry / Hard Cladding</b>				<b>1,112,870</b>				<b>926,435</b>				<b>1,040,070</b>	
Make up levels to suit finish	4,860	m <sup>2</sup>	25	121,500	3,861	m <sup>2</sup>	15	57,915	4,734	m <sup>2</sup>	25	118,350	
Granite paving stone ; dark finish	1,917	m <sup>2</sup>	175	335,475	1,494	m <sup>2</sup>	175	261,450	1,494	m <sup>2</sup>	175	261,450	
Granite paving stone; light finish	2,583	m <sup>2</sup>	140	361,620	2,238	m <sup>2</sup>	140	313,320	2,618	m <sup>2</sup>	140	366,520	
Granite paving stone ; to ramp	253	m <sup>2</sup>	175	44,275	250	m <sup>2</sup>	175	43,750	250	m <sup>2</sup>	175	43,750	
Modifications to existing ramp	1	item	250,000	250,000	1	item	250,000	250,000	1	item	250,000	250,000	* Allowance made by Arcadis - Further design required
<b>External Fittings and Furnishing</b>				<b>1,558,800</b>				<b>1,418,900</b>				<b>1,493,900</b>	
Balustrade to ramp	94	m	3,000	282,000	94	m	3,000	282,000	94	m	3,000	282,000	
Balustrade to podium edge	179	m	1,000	179,000	179	m	1,000	179,000	179	m	1,000	179,000	
Seating concrete (bespoke precast, coloured or patterned)	22	nr	1,000	22,000	22	nr	1,000	22,000	22	nr	1,000	22,000	
Allowance for rubbish bins	1	item	20,000	20,000	1	item	20,000	20,000	1	item	20,000	20,000	* Allowance - Number of bins required. However this cost appears high.
Artwork and signage	1	item	150,000	150,000	1	item	75,000	75,000	1	item	150,000	150,000	
Stairs; changing levels on podium	1	item	10,000	10,000	1	item	10,000	10,000	1	item	10,000	10,000	*Allowance - However cost seems reasonable
Step Ramp	125	m	1,000	125,000	60	m	1,000	60,000	60	m	1,000	60,000	
Podium lifts; 33 passenger	2	nr	100,000	200,000	2	nr	100,000	200,000	2	nr	100,000	200,000	
Stairs to North podium	1	item	560,400	560,400	1	item	560,400	560,400	1	item	560,400	560,400	
Concrete crowd flow upstands	21	m <sup>3</sup>	500	10,400	21	m <sup>3</sup>	500	10,500	21	m <sup>3</sup>	500	10,500	
<b>Landscaping</b>				<b>391,440</b>				<b>140,240</b>				<b>239,820</b>	
Planting and beds; dense mature shrubs	107	m <sup>2</sup>	500	53,500	40	m <sup>2</sup>	500	20,000	40	m <sup>2</sup>	500	20,000	*AECOM remeasure and found smaller area
Trees; 3-4m high clear stem. Metal grate	35	nr	9,500	332,500									
Prunus Spinosa Crataegus Monogyna					35	nr	3,280	114,800	35	nr	3,280	114,800	
Allowance for soft landscaping finish in-between podium stairs including drainage layer etc.	68	m <sup>2</sup>	80	5,440	68	m <sup>2</sup>	80	5,440	219	m <sup>2</sup>	80	17,520	*AECOM rate tree pits allowance
<b>Drainage</b>				<b>220,100</b>				<b>185,135</b>				<b>215,690</b>	
Allowance for surface water drainage	4,860	m <sup>2</sup>	35	170,100	3,861	m <sup>2</sup>	35	135,135	4,734	m <sup>2</sup>	35	165,690	*AECOM remeasure and found smaller area
Allowance for irrigation	1	m <sup>2</sup>	50,000	50,000	1	item	50,000	50,000	1	item	50,000	50,000	
<b>External Services</b>				<b>177,200</b>				<b>117,220</b>				<b>134,680</b>	
Allowance for in ground power supplies	4,860	m <sup>2</sup>	20	97,200	3,861	m <sup>2</sup>	20	77,220	4,734	m <sup>2</sup>	20	94,680	
Allowance for CCTV	20	nr	4,000	80,000	20	nr	2,000	40,000	20	nr	2,000	40,000	
<b>External lighting - As indicated on Draw no. E8101</b>				<b>1,426,880</b>				<b>225,356</b>				<b>1,469,400</b>	
EXL 01; recessed up lighting to tree canopies	21	nr	550	11,550	21	nr	550	11,550	21	nr	550	11,550	
EXL 02; Root mounted lighting column providing light to steps	12	nr	85,000	1,020,000	12	nr	10,000	120,000	12	nr	25,000	300,000	
EXL 04; Surface mounted general illumination to podium levels from columns lighting	24	nr	500	12,000	24	nr	500	12,000	24	nr	500	12,000	
EXL 06; Root mounted lighting to ramp	7	nr	25,000	175,000	7	nr	3,000	21,000	7	nr	3,000	21,000	
EXL 12; façade mounted lighting to stadium entrance	2	nr	500	1,000	2	nr	500	1,000	2	nr	500	1,000	
EXL 20; Low level planar lighting	1	nr	8,000	8,000	4	nr	5,000	20,000	4	nr	5,000	20,000	
Light installations	67	nr	60	4,010	70	nr	60	4,200	70	nr	60	4,200	
Wiring	67	nr	80	5,350	70	nr	80	5,600	70	nr	80	5,600	
Testing	3	%	1,236,900	37,110	3	%	195,350	5,861	3	%	375,350	11,261	
Sub-contractor preliminaries	12	%	1,274,010	152,860	12	%	201,211	24,145	12	%	386,611	46,393	
Lighting adjustment												1,036,396	refer to detailed report - lighting needs to be adjusted when marked prices are received
<b>Sub-total</b>				<b>4,908,670</b>				<b>3,018,286</b>				<b>4,598,560</b>	
Preliminaries	18	%		883,561	12.5	%	3,018,286	377,286	18	%	4,598,560	827,741	Arcadis advised rates are correct
OH&P	5.5	%		318,573	5.5	%	3,395,572	186,756	5.5	%	5,426,301	298,447	Arcadis advised rates are correct
<b>Sub-total construction</b>				<b>6,110,804</b>				<b>3,582,328</b>				<b>5,724,748</b>	
Design Fees	15	%		916,621	10	%	3,582,328	358,233	15	%	5,724,748	858,712	Arcadis advised rates are correct
<b>Total cost of Raised Podium North Finishes</b>				<b>7,027,425</b>				<b>3,940,561</b>				<b>6,583,460</b>	

Appendix C - Level 01 (Podium Plan) Raised Podium South Finishes Cost Plan - Public

Revised assessment

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Appendix C - Level 01 (Podium Plan) Raised Podium Cost Plan</b>													
<b>Surface Treatments</b>				<b>1,683,670</b>				<b>1,318,495</b>				<b>1,735,015</b>	
Make up levels to suit finish	8,793	m <sup>2</sup>	25	219,825	6,725	m <sup>2</sup>	15	100,875	7,806	m <sup>2</sup>	25	195,150	
Granite paving stone ; dark finish	2,671	m <sup>2</sup>	175	467,425	2,760	m <sup>2</sup>	175	483,000	2,678	m <sup>2</sup>	175	468,650	
Granite paving stone; light finish	4,548	m <sup>2</sup>	140	636,720	2,678	m <sup>2</sup>	140	374,920	3,787	m <sup>2</sup>	140	530,180	*AECOM remeasure
									1,099	m <sup>2</sup>	165	181,335	Internal areas advised by Arcadis to be part of the scheme and to be confirmed by client ; rate included make up levels
Lawn	362	m <sup>2</sup>	100	36,200	362	m <sup>2</sup>	100	36,200	362	m <sup>2</sup>	100	36,200	*AECOM remeasure
Allowance for raised artificial mounds; finish in either artificial grass, grass or concrete, <6m high	211	m <sup>2</sup>	1,500	316,500	211	m <sup>2</sup>	1,500	316,500	211	m <sup>2</sup>	1,500	316,500	
Playground area	1	item	7,000	7,000	1	item	7,000	7,000	1	item	7,000	7,000	
<b>External Fittings and Furniture</b>				<b>2,434,000</b>				<b>2,331,400</b>				<b>2,433,900</b>	
Balustrade to podium edge; 1.1m high; glazed	376	m	1,000	376,000	376	m	1,000	376,000	376	m	1,000	376,000	
Seating concrete (bespoke precast, coloured or patterned 450mm high, 450-1000mm wide)	14	m	1,000	14,000	14	m	1,000	14,000	14	m	1,000	14,000	
Concrete crowd flow upstands	27	m <sup>3</sup>	500	13,600	27	m <sup>3</sup>	500	13,500	27	m <sup>3</sup>	500	13,500	
Bench intake & exhaust planter	1	item	250,000	250,000	1	item	250,000	250,000	1	item	250,000	250,000	
Podium lifts; 33 passenger	4	nr	100,000	400,000	4	nr	100,000	400,000	4	nr	100,000	400,000	
Stairs to south podium	1	item	801,400	801,400	1	item	801,400	801,400	1	item	801,400	801,400	
e/o security handrails	88	m	1,000	88,000	88	m	1,000	88,000	88	m	1,000	88,000	*As discussed in Populus meeting 05.06.2015
Canopy	1	item	250,000	250,000	1	item	250,000	250,000	1	item	250,000	250,000	
Artwork and signage	1	item	205,000	205,000	1	item	102,500	102,500	1	item	205,000	205,000	
Allowance for rubbish bins	1	item	16,000	16,000	1	item	16,000	16,000	1	item	16,000	16,000	
Stairs ; changing levels on podium	2	nr	10,000	20,000	2	nr	10,000	20,000	2	nr	10,000	20,000	
<b>Landscaping</b>				<b>828,540</b>				<b>489,713</b>				<b>659,713</b>	
Planting beds; dense mature shrubs	618	m <sup>3</sup>	500	309,000	300	m <sup>3</sup>	500	150,000	300	m <sup>3</sup>	500	150,000	*AECOM remeasure
Trees; 3-4m high clear stem, metal grate	67	nr	7,500	502,500									
Betula Utilis Var. Jacquemontii					21	nr	6,098	128,058	21	nr	6,098	128,058	
Metasequoia Glyptostroboides					13	nr	3,822	49,686	13	nr	3,822	49,686	
Rhus Typhina					21	nr	4,820	101,220	21	nr	4,820	101,220	
Sorbus Aucuparia					13	nr	3,553	46,189	13	nr	3,553	46,189	
									68	nr	2,500	170,000	*AECOM rate tree pits allowance
Allowance for soft landscaping finish in-between podium stairs	213	m <sup>2</sup>	80	17,040	182	m <sup>2</sup>	80	14,560	182	m <sup>2</sup>	80	14,560	
<b>Drainage</b>				<b>427,760</b>				<b>355,375</b>				<b>393,210</b>	
Allowance for surface water drainage	8,793	m <sup>2</sup>	35	307,760	6,725	m <sup>2</sup>	35	235,375	7,806	m <sup>2</sup>	35	273,210	
Allowance for irrigation	1	item	120,000	120,000	1	item	120,000	120,000	1	item	120,000	120,000	
<b>External Services</b>				<b>315,860</b>				<b>204,500</b>				<b>226,120</b>	
Allowance for in ground power supplies	8,793	m <sup>2</sup>	20	175,860	6,725	m <sup>2</sup>	20	134,500	7,806	m <sup>2</sup>	20	156,120	
Allowance for CCTV	35	no	4,000	140,000	35	no	2,000	70,000	35	no	2,000	70,000	
<b>External lighting - As indicated on drawing no, E8101</b>				<b>4,083,760</b>				<b>641,656</b>				<b>4,083,760</b>	
EXL 11	6	nr	150,000	900,000	6	nr	30,000	180,000	6	nr	60,000	360,000	
EXL 09	24	m	180	4,320									
EXL 07	12	nr	480	5,760	12	nr	480	5,760	12	nr	480	5,760	
EXL 01	48	nr	550	26,400	20	nr	550	11,000	20	nr	550	11,000	
EXL 02	27	nr	85,000	2,295,000	27	nr	10,000	270,000	27	nr	25,000	675,000	
EXL 03	2	nr	120,000	240,000	2	nr	10,000	20,000	2	nr	50,000	100,000	
EXL 08	25	nr	550	13,750	25	nr	550	13,750	25	nr	550	13,750	
EXL 10	17	nr	500	8,500	17	nr	550	9,350	17	nr	550	9,350	
EXL 12	37	nr	500	18,500	37	nr	500	18,500	37	nr	500	18,500	
Light installations	199	nr	60	11,910	199	nr	60	11,940	199	nr	60	11,940	
Wiring	199	nr	80	15,880	199	nr	80	15,920	199	nr	80	15,920	
Testing	3	%	3,540,020	106,200	3	%	556,220	16,687	3	%	1,221,220	36,637	
Sub-contractor preliminaries	12	%	3,646,219	437,540	12	%	572,907	68,749	12	%	1,257,857	150,943	
Lighting adjustment												2,674,960	refer to detailed report - lighting needs to be adjusted when marked prices are received

Appendix C - Level 01 (Podium Plan) Raised Podium South Finishes Cost Plan - Public

Revised assessment

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Sub total</b>				<b>9,773,590</b>				<b>5,341,139</b>				<b>9,531,718</b>	
Preliminaries	18	%		1,759,246	12.5	%	5,341,139	667,642	18	%	9,531,718	1,715,709	Arcadis advised rates are correct
OH&P	5.5	%		634,306	5.5	%	6,008,781	330,483	5.5	%	11,247,427	618,608	Arcadis advised rates are correct
Sub-total construction				12,167,142				6,339,264				11,866,035	
Design Fees	15	%		1,825,071	10	%	6,339,264	633,926	15	%	11,866,035	1,779,905	Arcadis advised rates are correct
<b>Total cost of Raised Podium South Finishes</b>				<b>13,992,213</b>				<b>6,973,190</b>				<b>13,645,940</b>	

Tottenham Hotspurs ; Comparison of Aecom and Arcadis for Northumberland Development Project ; 8 April 2016

Appendix D - Level 01 (Podium Plan) Podium Square Finishes - Public

Revised assessment

	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				AECOM ASSESSMENT (B)				Comments	
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)		
<b>Podium Square Finishes</b>														
<b>Surface Treatments</b>				<b>328,300</b>				<b>246,955</b>					<b>262,325</b>	
Make up levels to suit finish	1,897	m <sup>2</sup>	25	47,425	1,537	m <sup>2</sup>	15	23,055	1,537	m <sup>2</sup>	25		38,425	
Granite paving stone ; dark finish	480	m <sup>2</sup>	175	83,995	308	m <sup>2</sup>	175	53,900	308	m <sup>2</sup>	175		53,900	*AECOM remeasure
Granite paving stone; light finish	182	m <sup>2</sup>	140	26,880										* As demonstrated within specification no light granite required
Playground Area	1	item	10,000	10,000	1	item	10,000	10,000	1	item	10,000		10,000	
Play and sports equipment	1	item	150,000	150,000	1	item	150,000	150,000	1	item	150,000		150,000	
Jumping jet fountain area	1	item	10,000	10,000	1	item	10,000	10,000	1	item	10,000		10,000	
<b>External Fittings &amp; Furniture</b>				<b>1,649,000</b>				<b>826,500</b>					<b>1,649,000</b>	
Green Wall Planter	1	item	250,000	250,000	1	item	125,000	125,000	1	item	250,000		250,000	
Interactivity planter	1	item	500,000	500,000	1	item	250,000	250,000	1	item	500,000		500,000	
Bench intake & exhaust planter	1	item	500,000	500,000	1	item	250,000	250,000	1	item	500,000		500,000	
Jumping jet fountain	1	item	350,000	350,000	1	item	175,000	175,000	1	item	350,000		350,000	
Artwork and signage	1	item	45,000	45,000	1	item	22,500	22,500	1	item	45,000		45,000	
Allowance for rubbish bins	1	item	4,000	4,000	1	item	4,000	4,000	1	item	4,000		4,000	
<b>Drainage</b>				<b>96,395</b>				<b>76,110</b>					<b>76,110</b>	
Allowance for surface water drainage	1,897	m <sup>2</sup>	30	66,395	1,537	m <sup>2</sup>	30	46,110	1,537	m <sup>2</sup>	30		46,110	
Allowance for irrigation	1	item	30,000	30,000	1	item	30,000	30,000	1	item	30,000		30,000	
<b>External Services</b>				<b>79,320</b>				<b>62,120</b>					<b>62,120</b>	
Allowance for in ground power supplies	1,897	m <sup>2</sup>	20	37,940	1,537	m <sup>2</sup>	20	30,740	1,537	m <sup>2</sup>	20		30,740	
Allowance for fountain pipe distribution	10,690	m <sup>2</sup>	2	21,380	10,690	m <sup>2</sup>	2	21,380	10,690	m <sup>2</sup>	2		21,380	
Allowance for CCTV	5	nr	4,000	20,000	5	nr	2,000	10,000	5	nr	2,000		10,000	
<b>External Lighting - As indicated on Draw No. E8101</b>				<b>229,600</b>				<b>102,993</b>					<b>229,600</b>	
EXL 19	1	nr	15,000	15,000										
5XJ1 Flood lighting to Five aside football pitch	1	nr	15,000	15,000	1	nr	5,000	5,000	1	nr	5,000		5,000	
EXL 01				-	22	nr	550	12,100	22	nr	550		12,100	
EXL 02				-	1	nr	10,000	10,000	1	nr	10,000		10,000	
EXL 13	4	nr	10,000	40,000	4	nr	10,000	40,000	4	nr	10,000		40,000	
EXL14	28	m	150	4,200	28	nr	150	4,200	28	nr	150		4,200	
EXL03	1	nr	120,000	120,000	1	nr	10,000	10,000	1	nr	50,000		50,000	
Light installation	35	nr	60	2,070	57	nr	60	3,420	57	nr	60		3,420	
Wiring	35	nr	80	2,760	57	nr	80	4,560	57	nr	80		4,560	
Testing	3	%	199,030	5,970	3	%	89,280	2,678	3	%	129,280		3,878	
Sub-contractor prelims	12	%	205,000	24,600	12	%	91,958	11,035	12	%	133,158		15,979	
Lighting adjustment													80,463	refer to detailed report - lighting needs to be adjusted when marked prices are received
<b>Sub-total</b>				<b>2,382,615</b>				<b>1,314,678</b>					<b>2,279,155</b>	
Preliminaries	18	%	2,382,615	428,871	12.5	%	1,314,678	164,335	18	%	2,279,155		410,248	Arcadis advised rates are correct
OH&P	5.5	%	2,811,486	154,632	5.5	%	1,479,013	81,346	5.5	%	2,689,403		147,917	Arcadis advised rates are correct
<b>Sub-total Construction</b>				<b>2,966,117</b>				<b>1,560,358</b>					<b>2,837,319</b>	
Design Fees	15	%	2,966,117	444,918	10	%	1,560,358	156,036	15	%	2,837,319		425,598	Arcadis advised rates are correct
<b>Total cost of Raised Podium Square Finishes</b>				<b>3,411,035</b>				<b>1,716,394</b>					<b>3,262,917</b>	

Tottenham Hotspurs ; Comparison of Aecom and Arcadis for Northumberland Development Project ; 8 April 2016

Appendix D - Other Cost - Public

	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Appendix D - Other Cost</b>									
<b>Public WC Provision (based on following cost calculation)</b>									
Base build contribution	296	m <sup>2</sup>	1,000	296,000	296	m <sup>2</sup>	1,000	296,000	
Finishes (wall,floor ceiling)	296	m <sup>2</sup>	150	44,400	296	m <sup>2</sup>	150	44,400	
Fixed fixture, fittings, etc				60,000				60,000	*No quantity has been provided
Sanitary appliances, connections, pipework, soil & waste, hot water, plant contribution etc	94	nr	1,500	141,000	94	nr	1,500	141,000	
Hand dryers	12	nr	500	6,000	12	nr	500	6,000	
Services generally	296	m <sup>2</sup>	150	44,400	296	m <sup>2</sup>	150	44,400	
<b>Sub-total</b>				<b>591,800</b>				<b>591,800</b>	
<b>Tottenham experience accessible roof</b>									
Estimated e/o cost to provide (based on Order of Cost Estimate 14/08/15)									
Additional substructure + frame say 5%	5	%	508,942	25,447	5	%	508,942	25,447	
e/o cost for stepped roof slab	362	m <sup>2</sup>	300	108,600	362	m <sup>2</sup>	300	108,600	
e/o surface treatment	362	m <sup>2</sup>	100	36,200	362	m <sup>2</sup>	100	36,200	
steps to accessible roof	1	item	100,000	100,000	1	item	100,000	100,000	
Handrail to accessible roof	105	m <sup>2</sup>	750	78,750	105	m <sup>2</sup>	750	78,750	
Services	362	m <sup>2</sup>	50	18,100	362	m <sup>2</sup>	50	18,100	
<b>Sub-total</b>				<b>367,097</b>				<b>367,097</b>	
Preliminaries	18	%	958,897	172,601	18	%	958,897	172,601	Arcadis advised rates are correct
OH&P	5.5	%	1,131,498	62,232	5.5	%	1,131,498	62,232	Arcadis advised rates are correct
<b>Sub-total construction</b>				<b>1,193,731</b>				<b>1,193,731</b>	
Design fees	15	%	1,193,731	179,060	15	%	1,193,731	179,060	Arcadis advised rates are correct
<b>Grand Total</b>				<b>1,372,791</b>				<b>1,372,791</b>	

**Appendix B - Level 00 (Podium Plan) Pavement Cost Plan Plaza - THFC**

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Plaza</b>									
<b>External Fittings and Furnishing</b>				<b>5,000</b>				<b>5,000</b>	
Relocation of Bill Nicholson Gates	1	item	5,000	5,000	1	item	5,000	5,000	
<b>Sub total</b>				<b>5,000</b>				<b>5,000</b>	
Prelims	18	%	5,000	900	18	%	5,000	900	Arcadis advised rates are correct
OH&P	5.5	%	5,900	325	5.5	%	5,900	325	Arcadis advised rates are correct
<b>Sub total Construction</b>				<b>6,225</b>				<b>6,225</b>	
Design fees	15	%	6,225	934	15	%	6,225	934	Arcadis advised rates are correct
<b>Total Works to Plaza</b>				<b>7,159</b>				<b>7,159</b>	

Appendix C - Level 01 (Podium Plan) Raised Podium Substructure Cost Plan - THFC only

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Appendix C - Substructure Cost Plan</b>									
<b>Substructure</b>									
<b>Excavation</b>		Not Applicable				Not Applicable			
Bulk earthworks:		Not Applicable				Not Applicable			
Allowance for bulk excavation included in stadium cost plan									*Assumed 50% of Ground floor area GIA at 400mm thick
<b>Piling</b>				<b>1,198,976</b>				<b>1,072,746</b>	
Installation of piling mat	14,068	m2	6	84,408	10,586	m2	6	63,516	
<b>Mobilisation &amp; Demobilisation</b>									
Transport all necessary plant, labour and equipment to site and clear upon completion (Contractor to state number of Rigs)	1	Item	35,000	35,000	1	Item	35,000	35,000	* Allowance made by Arcadis. This cost would allow for 2 rigs
Setting out of pile positions	1	Item	24,610	24,610	1	Item	24,610	24,610	
Set up / move to pile position	593	No	30	17,791	372	No	30	11,160	
<b>CFA piles</b>									
Excavation									
Bore piles <b>excavation</b> only (spoil removal by others)									
450mm CFA piles	4,031	m	18.25	73,565	4,031	m	18.25	73,565	
600mm CFA piles	3,921	m	27.87	109,286	3,921	m	27.87	109,286	
750mm CFA piles	3,512	m	34.86	122,445	3,512	m	34.86	122,445	
<b>Place concrete in piles</b>									
450mm Diameter - supplied from on site batching facilities	638	m3	68.81	43,882	638	m3	68.81	43,882	
600mm Diameter - supplied from on site batching facilities	1,076	m3	66.20	71,213	1,076	m3	66.20	71,213	
750mm Diameter - supplied from on site batching facilities	1,552	m3	65.20	101,175	1,552	m3	65.20	101,175	
<b>Reinforcement</b>									
Provide, fix and place <b>reinforcement</b>									
6mm Dia									
8mm Dia									
10mm Dia	57		808	46,395	57		808	46,395	
12mm Dia									
14mm Dia									
16mm Dia									
18mm Dia									
20mm Dia									
Cut off top of piles	593	No	210	124,534	372	No	80	29,760	* Rate high when compared to bench mark data
<b>Working Pile Testing</b>									
Working Pile Test Allowance	1	Item	44,000	44,000	1	Item	44,000	44,000	
<b>Integrity Tests using Sonic Echo Method</b>									
Test and report per pile (minimum of 20 piles to be available on any visit)	593	No	13.26	7,864	372	No	13.26	4,933	
<b>Sub-contractor Prelims and Design</b>									
0.05 %	0.05	%	906,169	45,308	0.05	%	906,169	45,308	
<b>Concrete Batching for Piles only</b>									
Delivery of Batching Plant	1	Item	10,500	10,500	1	Item	10,500	10,500	
Decommissioning of Batching Plant & removal upon completion	1	Item	7,000	7,000	1	Item	7,000	7,000	
Batching Plant Weekly Rental & Operational Costs	6	Wks	7,000	43,000	6	Wks	7,000	42,000	
Concrete Hardstanding to Batching Plant assumed 15 x 20m with no reinforcement	1	Item	17,500	17,500	1	Item	17,500	17,500	
SE Davis mobilisation and demobilisation	1	Item	14,000	14,000	1	Item	14,000	14,000	
SE Davis washing	3,265	m3	18.86	61,580	3,265	m3	18.86	61,578	
Future piling works	1	Item	93,920	93,920	1	Item	93,920	93,920	
<b>Pilecaps / Ground Beams / mass concrete pads</b>				<b>1,383,277</b>				<b>1,383,275</b>	
Pile Caps									

Tottenham Hotspurs ; Comparison of Aecom and Arcadis for Northumberland Development Project ; 8 April 2016

Appendix C - Level 01 (Podium Plan) Raised Podium Substructure Cost Plan - THFC only

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
2200mm Thick Pile Cap Attaching 9No Piles 900mm in Diameter_PC900-9-22a	2	No	45,968	80,650	2	No	41,200	82,400	
2200mm Thick Pile Cap Attaching 6No Piles 900mm in Diameter_PC900-6-22a	12	No	27,080	332,581	12	No	22,000	264,000	
1800mm Thick Pile Cap Attaching 3No Piles 900mm in Diameter_PC900-3-18b	8	No	5,170	40,818	8	No	5,170	41,360	
1300mm Thick Pile Cap Attaching 2No Piles 600mm in Diameter_PC600-2-13a	114	No	1,015	115,753	114	No	1,015	115,710	
1300mm Thick Pile Cap Attaching 3No Piles 600mm in Diameter_PC600-3-13b	15	No	40,245	600,181	15	No	5,170	77,550	
								589,000	Additional piling information received from Arcadis
<b>Ground Beams in between pile caps</b>									
Ground Beam 900mm wide x 900mm deep	366	m	438	160,196	366	m	438	160,308	
Ground Beam 750mm wide x 1067mm deep	83	m	448	37,365	83	m	448	37,184	
Ground Beam 600mm wide x 600mm deep	66	m	212	13,968	66	m	212	13,992	
Ground Beam 300mm wide x 350mm deep	23	m	77	1,765	23	m	77	1,771	
<b>Other Foundations</b>				48,248				44,000	
Allowance to form lift pits									
Single Lifts	4	No	11,000	48,248	4	No	11,000	44,000	
Double Lifts	-	No	17,700	-	-	No	17,700	-	
<b>Podium Slab</b>				2,245,532				2,246,075	
Post Tension Slab									
275mm Thk. PT Slab	322	m2	121	38,956	322	m2	121	38,962	
300mm Thk. PT Slab	3,842	m2	126	484,134	3,842	m2	126	484,092	
325mm Thk. PT Slab	470	m2	130	61,126	470	m2	130	61,100	
Reinforced Concrete suspended slab									
400mm Thk. R.C Slab	3,591	m2	176	631,940	3,591	m2	176	632,016	*
Composite Slab									
150mm Thk. Composite Slab	6,059	m2	95	575,618	6,059	m2	95	575,605	
Steel deck to the above	273	t	1,600	436,258	273	t	1,600	436,800	
Allowance for Movement Joints	1	Item	17,500	17,500	1	Item	17,500	17,500	
<b>Podium Steel Structure</b>				304,672				304,869	
Precast Concrete Columns									
Rectangular Columns, incl 300 kg/m3 reinforcement									
400 x 400 R.C. Column	387	m	147	56,919	387	m	147	56,889	
600 x 600 R.C. Column	16	m	286	4,511	16	m	286	4,576	
UC 254 x 254 x 167	28	t	1,480	41,958	28	t	1,480	41,440	
UC 356 x 406 x 634	83	t	1,480	122,244	83	t	1,480	122,840	
Fittings and connections	0.10	%	164,202	16,420	0.10	%	164,202	16,420	
Fire protection	111	t	300	33,282	111	t	300	33,300	
Precast Concrete Columns	111				111				
Circular Columns, incl 300 kg/m3 reinforcement									
	144	m	131	18,911	144	m	131	18,864	
	42	m	186	7,814	42	m	186	7,812	
	11	m	248	2,613	11	m	248	2,728	
<b>Reinforced Concrete Beams</b>				1,325,698				1,325,662	
Level 00 - Reinforced Concrete Beams 700mm wide x 1530mm deep	7	m	594	4,166	7	m	594	4,158	
Level 00 - Car park reinforced concrete ground bearing slab	10,832	m2	122	1,321,532	10,832	m2	122	1,321,504	
<b>Sub total</b>				6,506,403				6,376,627	
Preliminaries	18.0%			1,171,153	18	%	6,376,627	1,147,793	Arcadis advised rates are correct
OH&P	5.50%			422,266	5.5	%	7,524,420	413,843	Arcadis advised rates are correct
<b>Sub total Construction</b>				8,099,821				7,938,263	
Design fees	15.0%			1,214,973	15		7,938,263	1,190,739	

**Appendix C - Level 01 (Podium Plan) Raised Podium Substructure Cost Plan - THFC only**

		ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				Comments
		Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Public Realm</b>										
<b>Total works to Raised Podium Substructure</b>					<b>9,314,794</b>				<b>9,129,002</b>	Arcadis advised rates are correct

Appendix D - Level 01 (Podium Plan) Podium Square Substructure- THFC

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
<b>Appendix D - Level 00 (Street Plan) Pavement Cost Plan</b>									
<b>Excavation</b>									
Bulk earthworks;									
Allowance for bulk excavation included in stadium cost plan									
<b>Piling</b>									
Installation of piling mat	1,897	m2	6	11,382	1,897	m2	6	11,382	
<b>Mobilisation &amp; Demobilisation</b>									
Transport all necessary plant, labour and equipment to site and clear upon completion (Contractor to state number of Rigs)	1	Item	5,000	5,000	1	Item	5,000	5,000	
Setting out of pile positions	1	Item	3,440	3,440	1	Item	3,440	3,440	
Set up / move to pile position	83	No	30	2,489	244	No	30	7,320	AECOM remeasure
<b>CFA Piles</b>									
<b>Excavation</b>									
Bore piles <b>excavation</b> only (spoil removal by others)									
450mm CFA piles	564	m	18.25	10,294	564	m	18.25	10,294	
600mm CFA piles	549	m	27.87	15,293	549	m	27.87	15,293	
750mm CFA piles	492	m	34.86	17,134	492	m	34.86	17,134	
<b>Place concrete in piles</b>									
450mm Diameter - supplied from on site batching facilities	89	m3	68.81	6,140	89	m3	68.81	6,140	
600mm Diameter - supplied from on site batching facilities	151	m3	66.20	9,965	151	m3	66.20	9,965	
750mm Diameter - supplied from on site batching facilities	217	m3	65.20	14,158	217	m3	65.20	14,158	
<b>Reinforcement</b>									
Provide, fix and place <b>reinforcement</b>									
6mm Dia									
8mm Dia									
10mm Dia	8	t	808	6,492	8	t	808	6,492	
12mm Dia									
14mm Dia									
16mm Dia									
18mm Dia									
20mm Dia									
Cut off top of piles	83	No	210	17,426	244	No	210	51,240	* Rate high when compared to bench mark data
<b>Working Pile Testing</b>									
Working Pile Test Allowance	1	Item	6,000	6,000	1	Item	6,000	6,000	
<b>Integrity Tests using Sonic Echo Method</b>									
Test and report per pile (minimum of 20 piles to be available on any visit)	83	No	13.26	1,100	244	No	13.26	3,235	
<b>Sub-contractor Prelims and Design</b>									
	0.05	%	126,314	6,316	0.05	%	126,314	6,316	
<b>Concrete Batching for Piles only</b>									
Delivery of Batching Plant	1	Item	1,500	1,500	1	Item	1,500	1,500	
Decommissioning of Batching Plant & removal upon completion	1	Item	1,000	1,000	1	Item	1,000	1,000	
Batching Plant Weekly Rental & Operational Costs	1	Wks	7,000	6,000	1	Wks	7,000	7,000	
Concrete Hardstanding to Batching Plant assumed 15 x 20m with no reinforcement	1	Item	2,500	2,500	1	Item	2,500	2,500	
SE Davis mobilisation and demobilisation	1	Item	2,000	2,000	1	Item	2,000	2,000	
SE Davis Washing	457	m3	18.86	8,617	457	m3	18.86	8,619	
Future piling works	1	Item	13,142	13,142	1	Item	13,142	13,142	
<b>Pile caps / Ground Beams / mass concrete pads</b>									
<b>Pile Caps</b>									
2200mm Thick Pile Cap Attaching 9No Piles 900mm in Diameter_PC900-9-22a	0.25	No	45,968	11,285	0.25	No	41,200	10,300	

Appendix D - Level 01 (Podium Plan) Podium Square Substructure- THFC

Public Realm	ARCADIS ASSESSMENT (A)				AECOM ASSESSMENT (B)				Comments
	Quantity	Unit	Unit Cost (£)	(£)	Quantity	Unit	Unit Cost (£)	(£)	
2200mm Thick Pile Cap Attaching 6No Piles 900mm in Diameter_PC900-6-22a	2	No	27,080	46,539	2	No	22,000	44,000	
1800mm Thick Pile Cap Attaching 3No Piles 900mm in Diameter_PC900-3-18b	1	No	5,170	5,712	1	No	5,170	5,170	
1300mm Thick Pile Cap Attaching 2No Piles 600mm in Diameter_PC600-2-13a	16	No	1,015	16,197	16	No	1,800	28,800	
1300mm Thick Pile Cap Attaching 3No Piles 600mm in Diameter_PC600-3-13b	2	No	40,245	83,984	2	No	3,000	6,000	
								-	
<b>Ground Beams in between pile caps</b>								-	
Ground Beam 900mm wide x 900mm deep	51	m	438	22,417	51	m	438	22,338	
Ground Beam 750mm wide x 1067mm deep	12	m	448	5,229	12	m	448	5,376	
Ground Beam 600mm wide x 600mm deep	9	m	212	1,955	9	m	212	1,908	
Ground Beam 300mm wide x 350mm deep	3	m	77	247	3	m	77	231	
								-	
<b>Other Foundations</b>				<b>6,752</b>				<b>11,000</b>	
Allowance to form lift parts								-	
Single Lifts	1	No	11,000	6,752	1	No	11,000	11,000	
Double Lifts	-	No	17,700	-	-	No	17,700	-	
								-	
<b>Podium Slab</b>				<b>170,179</b>				<b>170,165</b>	
<b>Post Tension Slab</b>								-	
275mm Thk. PT Slab	45	m2	121	5,451	45	m2	121	5,445	
300mm Thk. PT Slab	538	m2	126	67,746	538	m2	126	67,788	
325mm Thk. PT Slab	66	m2	130	8,554	66	m2	130	8,580	
								-	
<b>Reinforced Concrete suspended slab</b>								-	
400mm Thk. R.C. Slab	502	m2	176	88,428	502	m2	176	88,352	
								-	
<b>Composite slab</b>								-	
150mm Thk. Composite Slab	848	m2	95	80,547	848	m2	95	80,560	
Steel deck to the above	38	t	1,600	61,046	38	t	1,600	60,800	
Allowance for Movement Joints	1	Item	2,500	2,500	1	Item	2,500	2,500	
								-	
<b>Podium Steel Structure</b>				<b>42,633</b>				<b>43,272</b>	
<b>Precast Concrete Columns</b>								-	
								-	
<b>Rectangular Columns, incl 300kg/m3 reinforcement</b>								-	
400 x 400 R.C. Column	54	m	147	7,965	54	m	147	7,938	
600 x 600 R.C. Column	2	m	286	631	2	m	286	572	
UC 254 x 254 x 167	4	t	1,480	5,871	4	t	1,480	5,920	
UC 356 x 406 x 634	12	t	1,480	17,106	12	t	1,480	17,760	
Fittings and connections	0.10	%	22,977	2,298	0.10	%	22,977	2,298	
Fire protection	16	t	300	4,657	16	t	300	4,800	
								-	
<b>Precast Concrete Columns</b>								-	
<b>Circular Columns, incl 300 kg/m3 reinforcement</b>								-	
	20	m	131	2,646	20	m	131	2,620	
	6	m	186	1,093	6	m	186	1,116	
	1	m	248	366	1	m	248	248	
								-	
<b>Reinforced Concrete Beams</b>				<b>185,507</b>				<b>185,546</b>	
Level 00 - Reinforced Concrete Beams 700mm wide x 1530 deep	1	m	594	583	1	m	594	594	
Level 00 - Car park reinforced concrete ground bearing slab	1,516	m2	122	184,924	1,516	m2	122	184,952	
								-	
<b>Sub total</b>				<b>910,118</b>				<b>743,276</b>	
Preliminaries	18.0%			163,821	18	%	743,276	133,790	Arcadis advised rates are correct
OH&P	5.50%			59,067	5.5	%	877,066	48,239	Arcadis advised rates are correct
<b>Sub total Construction</b>				<b>1,133,006</b>				<b>925,305</b>	
Design fees	15.0%			169,951	15		925,305	138,796	Arcadis advised rates are correct
								-	
<b>Total of Podium Square Substructure</b>				<b>1,302,956</b>				<b>1,064,101</b>	

#### About AECOM

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From high-performance buildings and infrastructure, to resilient communities and environments, to stable and secure nations, our work is transformative, differentiated and vital. A Fortune 500 firm, AECOM companies had revenue of approximately US\$19 billion during the 12 months ended June 30, 2015.

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