

Our ref: Q240048
Your ref: HGY/2024/1008
Email: sean.bashforth@quod.com
Date: 8 July 2024



Head of Development Management and Planning Enforcement
Placemaking and Housing
Haringey Council
Alexandra House
10 Station Road, Wood Green, N22 7TR

For the attention of Sam Uff

Dear Sir

RE: HGY/2024/1008; Minor Material Amendment application under Section 73 of the Town and Country Planning Act for the variation to Condition B9 (Major Non-association Football Events) of the hybrid planning permission HGY/2023/2137 (as amended) for amendments to allow up to 30 major non-association football events including music concerts; and other associated changes

I refer to the above application and write to provide further information on behalf of the Applicant (Tottenham Hotspur Football & Athletic Co Ltd). This letter should be read in conjunction with THFC's letter of 7 July 2024 which set out details of a proposed review mechanism.

Rationale

THFC is seeking up to 30 Major Non Football Event's (MNFES) in order to respond to demand. Following the successful staging of Beyonce concerts in 2023, the Stadium is now considered to be a 'top tier venue' within the events industry. The Club has developed a strong relationship with major promoter Live Nation who are responsible for most of the music venue bookings in London and there is a major opportunity to maintain and enhance the reputation of Tottenham and the Borough more widely as a destination for global music events.

The additional events are critical for the Stadium, Tottenham and the Borough to become part of the global touring music circuit and known as a major venue for the biggest global ('Category A') artists.

Major music tours are planned over two years in advance and it is important for a venue to confirm availability as early as possible to maximise the chances of securing bookings for the best artists. Competition is varied and not only includes venues in London (e.g. Wembley Stadium, Twickenham Stadium, the Emirates Stadium and Hyde Park), but also other UK cities (e.g. the newly opened Co-op Live in Manchester) and international competition e.g. Saudi Arabia (particularly for boxing).



To embrace the opportunity (and benefits for Tottenham and the Borough), it is important to:

1. Increase the ceiling on the number of events that could be held. Although 30 MNFEs is seen as a maximum, having this number of events provides the best chance of securing a number of Category A artists which, in turn, will further enhance the reputation of Tottenham and encourage top quality acts to book for subsequent years.
2. Have the flexibility to hold events in concentrated periods during summer. It is increasingly common for Category A artists to hold residencies over a number of nights. The number of concerts often depends on the success of ticket sales (which by definition are not known until tickets are on sale) and it's important to be able to add additional dates to respond to demand, as was the case for the Beyonce concerts.
3. Embrace the opportunity now. There still remains pent up demand following delayed and cancelled tours during the COVID19 pandemic and the pandemic also delayed Tottenham Stadium from establishing its reputation for MNFE's during this uncertain period. In a continually changing entertainment market it is also important for the Stadium to be able to reinforce its reputation and compete, e.g. against the newly opened Co-op Live venue in Manchester.

The additional events will provide much needed economic investment in Tottenham, consistent with planning policy. This is clear from the supporting text to the NT7 allocation in the Tottenham Area Action Plan which states as follows:

"5.135 The London Borough of Haringey is proud of its long association with Tottenham Hotspur Football Club. It is a major employer in the Borough and important for Haringey's economic success. The Council will, where appropriate, continue to work with the Football Club to ensure appropriate nearby developments capitalise on the opportunities presented by the existing and proposed stadium, which enhance the investment in the stadium and surrounding areas and respect the operational needs of the Football Club. Leisure uses around the stadium will encourage a wider audience on non-match days to ensure a viable and vibrant location throughout the year, creating an attractive environment for residents and non-residents to visit."

[Our Emphasis]

The proposals have also been strongly supported at a strategic level by the Mayor of London. The consultation response from the Mayor Deputy Chief of Staff, dated 28 June 2028, stated as follows: *"In an increasingly competitive world, it is imperative for London's cultural, music and sporting economy that the city maximises its assets. This makes the Tottenham Hotspur Stadium strategically important they must have the flexibility to perform their role effectively. Additional dates will allow London to attract more global artists, enhancing the city's cultural offerings and ensuring that London remains open for business."*



Consultation responses received to date focus on disruption to residents from additional events with local businesses generally being supportive. Through ongoing engagement and participation locally the Club understands such concerns and has sought to balance residents' needs and collaboratively improve its management of events.

Experience gained in the five years since the Stadium has opened means that the management of all types of events has been refined taking into account feedback from residents and others. As we explain below, proposed changes to Local Area Management Plans (LAMPs) will deliver further enhancements and will continue to do so through the ongoing feedback and revision loop. With careful monitoring and management, THFC is confident that the additional events can be held successfully with minimal amenity and transport issues. In doing so, it will allow the Stadium to reach its potential and help deliver further and much needed regeneration in the local area in line with planning policy.

1 Previous Commitments Letter

In the previous NMA Application Ref. HGY20232041, various responses were made by the Club partly which have been referred to as “commitments”. THFC has made good progress on delivering these as set out in the table in **Appendix 1**.

2 Local Area Management Plan (LAMP) / Blue Book

In accordance with the S106 and following the issue of the Independent Monitoring Report that informs it, the draft updated Type A LAMP for football events was submitted to the Council for approval on 9 May 2024. A review meeting with the Council's Head of Transport and Travel took place on 18 June. Subject to the inclusion of a number of minor modifications and updates which are being included in a further draft to be issued this week, the Club anticipates the draft LAMP being signed off shortly by the Council and in good time ahead of the next football season. **Appendix 2** sets out how the Club has responded comprehensively to feedback in the revised LAMP.

This also applies to the draft revised 'Blue Book' which summarises the LAMP and Major Event Day operations for the local community. This was also considered by BCLG at the meeting on 19 June 2024. The draft revised Blue Book was circulated to BCLG members for further comment on 1 July with a closing day of 8 July. Once the updated LAMP has been approved by the Council and any further BCLG comments taken on board, the revised Blue Book will be finalised and published. The Club is considering a range of publicity measures to ensure that the revised Blue Book is 'launched' effectively to maximise awareness of it amongst the local community. It will be distributed in paper and electronic format as previously to local households and businesses. The Blue Book has proven an effective communication tool for the operation of the Stadium.

3 Working with local traders

The Club remains absolutely committed to working with businesses both inside and outside the Tottenham Traders Partnership to effectively signpost offerings across Tottenham to match-attenders and ticket holders.



The Club is aware that a draft Business Charter has been prepared by others. However, this has not been discussed with relevant stakeholders in a meaningful way. The Club is happy to agree the principle of a Business Charter which would be based around the need to agree a partnership approach to promoting Tottenham as a destination to visit, eat, drink, and shop and increase the number of potential customers visiting Tottenham-based businesses.

The charter would look to better support local business owners to enable them to take better advantage of the additional footfall events at the Stadium can bring. This includes, but is not limited to, helping to promote local businesses to ticket-holders where appropriate, provide information about forthcoming events and event day measures as early as possible, and identifying opportunities to build on successful business engagement events to date e.g. Fans First Training delivered by the NFL in Autumn 2023. Details would be agreed in partnership with the Club and local traders in due course.

4 Economic Benefits

The proposed additional events will bring significant economic benefits which weigh positively in the planning balance. The Planning Statement accompanying the application explains the significant economic benefits of that THS already brings to the local area. THFC's contribution to GVA within the Borough was £296million in 2021/22, with 2,800 jobs¹. However, there is still much to do. **Appendix 3** sets out some of the major socio-economic challenges that North Tottenham still faces.

The attached EY report (**Appendix 4**) explains how economic and social benefits in the Borough arising from the Club's presence in Tottenham are expected to grow to £549m and 3,100 jobs in the 2026/7 season (an increase of £253m and 300 jobs respectively compared to the 2021/22 season)².

The EY report also provides evidence of the economic benefits of MNFEs and explains how they deliver significant economic benefits to local and wider area. Data from the 2020/21 season shows how each individual MNFE delivers up to £4.1m GVA for Haringey (£9.2m for London) and supports the equivalent of 45 FTE jobs (124 FTE jobs for London).

In your letter you seek clarification about how much of benefits are local rather than regional or national. This is shown in figure 6 and 7 of the EY report. Based on an average of £3m GVA and 41 jobs generated per MNFE in LB Haringey, the 14 additional events would deliver up to £42m GVA and 574 FTE jobs per year locally in Haringey, with further jobs in neighbouring boroughs and London.

¹ £478m and 5,100 jobs in greater London

² £748m and 5,700 jobs for Greater London (an increase of £270M and 600 jobs)



All of the additional jobs will be available to local people. As well as jobs in the Stadium, jobs will be created in businesses in the local area. The EY report (page 5) explains that the Stadium supported 11 FTE jobs in the tri-borough area³ for every 10 FTE jobs it employed directly at the Stadium.

The box on page 12 of the EY report explains the qualitative benefits, including a 60% increase in footfall generated by events. This directly benefits food and beverage and other businesses which remain open during events. However, and this is important, it also benefits other businesses (which may not open during evenings and weekends when events take place) through the economic activity from supply chains and activity supported by employment incomes and consumer spending (indirect and induced employment).

This is a very significant public benefit and will help to address the economic and other challenges. Such public benefits will not only apply to the hospitality sector and food and beverage operators but will also bring additional wealth to the local area in terms of local services and suppliers, such as wholesalers, opticians and comparison retailers. Additional commitments to publicising local businesses are set out above.

More detail about spending in the immediate area could only be obtained by surveying local businesses. In practice local businesses are unlikely to be able or willing to provide details of additional takings or staffing requirements arising from specific events.

The Club has consulted extensively however and included below are direct quotes from businesses consulted on by THFC on the Major Event application:

Business owner with restaurants on Fore Street and the High Road:

"This is the best news for Tottenham since Spurs won the FA cup in 91. This brings more jobs to the area; my business has had to hire over 40 new staff across Tottenham and Edmonton due to extra events"

Business owner with a mentoring service on the High Road:

"This will open the local area up to other communities and support local people with jobs and new opportunities. It's a great thing for the well-being of the community"

Business owner with live music venue near Seven Sisters:

³ Comprising Haringey, Enfield and Waltham Forest



“We are all for it! We don’t mind what you do as all events other than football are great for us. The NFL fans are the best!”

The EY report also explains the various initiatives that the Club delivers to ensure that these benefit local people as much as possible, including the extensive community outreach work of the Tottenham Hotspur Foundation. The Club and its Foundation provides continuous support to a range of community causes throughout the year. For example, the Club supports an ongoing fundraising campaign for local foodbanks, donating essential items each year. Most recently and perhaps slightly ironically, as a consequence of the late cancellation of the Pearl Jam scheduled for Saturday 29 June, food intended for the event was donated by the Club to the Felix Project to distribute locally to those in need locally.

Through its Foundation, the Club continually creates employment opportunities locally including hosting regular Jobs Fairs at Tottenham Hotspur Foundation and one-to-one employment, mentoring and advice services at Percy House. Throughout the school holidays, the Club’s Foundation delivers free football and multi-sport activities for young people and families of all ages and abilities.

5 Further Documentation and information

Transport and Noise impacts

The transport and noise impacts of the additional events are consistent with what was proposed, assessed and consented as part of the original permission.

The Club has made good progress in meeting targets that were set when the original permission was granted. Schedule 19 of the NDP S106 lists the scope of transport and environmental characteristics to be monitored in order to provide evidence of compliance with targets set when the Stadium was granted planning permission. The Club is required to fund independent monitoring reports as a means of informing improvements to the LAMP, the most recent of which was submitted to the Council on 19 April 2024. Appendix 5 comprises the conclusions of that report. These have been taken into account in the revised LAMP and include:

- Sustainable mode share or 86-88% (above the targets).
- No significant change to the position on parking (although the Club is now in discussions with the Council about how parking enforcement can be improved).
- The use of the four main stations (White Hart Lane, Seven Sisters, Northumberland Park and Tottenham Hale) is well balanced for THFC events and in line with predictions.
- Whilst the use of cycling is currently lower than targets, this is believed to be largely due to the growth in cycle hire such as Lime.



- The implementation of road closures are well drilled and include effective maintenance of access for local residents during the appropriate times. However, the Club are keen to investigate ways to shorten road closures where possible.
- A comparison of event day to non-event day street cleanliness conditions generally shows no significant difference between the two.
- Issues around public urination were focussed on boxing events in particular.

In its consultation response dated 19 June 2024 TfL has requested a contribution of £675,000 per annum for at least 10 years. It explains that this needed to create 9 new posts to 'accommodate proposed demand safely on a more regular basis'. In addition London Overground have also requested £241,548 for additional staffing (it is presumed that this is annually but it is not clear from their response).

When the original application for the Stadium and other development was determined, it was concluded that the development could be adequately accommodated subject to various S106 mitigation measures. This did not include contributions towards direct staffing costs for public transport operators.

The Applicant does not consider that the suggested transport contributions meet relevant the tests for planning obligations⁴. Policy T4 of the London Plan (Assessment and mitigating transport impacts) states that, where appropriate, mitigation will be required to address adverse transport impacts (criteria c). In this instance no significant adverse impacts have not been identified, only the need for additional staffing requirements. It is noted that:

1. There is no suggestion from the transport operators that there would be adverse transport impacts/ insufficient capacity to accommodate the proposed additional events on the transport network. The transport assessment and monitoring data (see above) confirms that existing football and other events are managed successfully within the capacity of the network.
2. There is no correlation between the fixed contribution being sought and the number of events taking place and therefore staffing requirements.
3. No reference has been made to additional fair revenue from those visiting events nor how the additional events would mean that activity at the stadium would be better distributed across

⁴ a) necessary to make the development acceptable in planning terms; b) directly related to the development; and c) fairly and reasonably related in scale and kind to the development.



the year, therefore helping to create a more even pattern of staffing requirements throughout the year.

4. The Transport Operators did not seek financial contributions for staffing previously. Indeed, TfL's response acknowledges that it is seeking funding due to its different financial position now compared to 2015. However, this is not a planning matter and does not relate to relevant tests in policy in terms of adverse impacts.

In terms of noise, **Appendix 6** sets out various data from MNFEs which have already taken place and demonstrates that music concerts have resulted in maximum noise levels of between 64 and 69 dB LA eq 15min), with an average of 67.09 dB. Informed by independent advice from a noise expert, the original 2015 officers report to committee identified the potential for noise from concerts to reach 75db LAeq with paragraph 10.10.19 advising as follows: *"The application is conditioned such that prior to the occupation of the stadium for music concerts, a noise control plan shall be submitted to the Council including details of the mitigation measures included within Section 13.6 of the NDP Environmental Statement. The noise generated from music concerts must not exceed 75dB LAeq."* Noise levels, which are expected to be similar to events which have already been held, are therefore expected to be materially lower than initially predicted.

Access considerations when restrictions are in place

The additional MNFEs are not expected to create any significant access issues. Paragraph 10.13.2 of the 2015 Committee Report accompanying the original application concluded that the proposals would not give rise to differential impacts to those with protected characteristics. This was largely on the basis that the new stadium would provide much improved access for those with physical impairments. No specific issues were raised about equalities in relation to access restrictions when events take place. MNFE's will have the same road closures and other processes as other events. This includes restrictions on car parking. As explained in the draft Blue Book, if residents have off-street parking, live on a road affected by closures and do not require a permit, or are a Blue Badge holder, then they will still have generally have local access and will need to show stewards or marshals at road closure vehicle permit check points a valid proof of address.

Co-ordination with other events

Measures are already in place to manage events at THS alongside other nearby venues. This includes the co-ordination of events at the Drumsheds at the former Ikea site in Edmonton. The LAMP includes measures to manage events taking into account the Drumsheds Simultaneous Events Management Plan that Broadwick (the Operator) produced at the time of the grant of their premises licence. A copy of this document is provided in Appendix 2 of the LAMP and has been shared with Officers. In terms of co-ordination with other events:

- **Alexandra Palace** – the only impact of simultaneous events is the running of THFC's shuttle bus which loops round at Alexandra Palace station. If there is a direct clash, the Club only run the service to Wood Green station instead. There are frequently full capacity events on at the same time at both venues and the Club are not aware of any complaints.



Both the Club and Alexandra Palace are also active members of the Council's Culture Board and co-ordinate further within that forum with the shared aim of supporting and promoting Haringey's cultural offering.

- **Finsbury Park** – the Club liaises with the event operators, the police and LBH licensing in order to avoid direct clashes and putting undue strain on public transport and in particular, the Victoria line. THFC is not aware that there are any obligations or licence requirements on LBH as owners of Finsbury Park, but as responsible venue operators, THFC and the operators liaise with each other to try and prevent clashes and where they are unavailable, to manage them or stagger timings.
- **Emirates Stadium** – for men's football THFC are 'paired' with Arsenal FC to avoid clashes and fans mixing on the transport network. Recently, Arsenal FC announced that it would be staging eleven of their women's games at the Emirates (therefore potentially clashing with THFC men's home games) without any prior consultation with either THFC or LBH. The police and TfL tend to prioritise NFL games over anything taking place at the Emirates because of the higher event profile and international audience. In previous years, that has meant AFC having to alter kick off times.
- **London Stadium.** THFC are not paired with West Ham FC but do monitor and take account of events at the London Stadium. More broadly THFC also monitors other events in London e.g. the London Marathon and Notting Hill Carnival.

Concentration of Events

As the illustrative events calendar in **Appendix 7** shows, the MNFEs largely taking place during early summer outside of the football season as they are dependent upon the football pitch being retracted. The table shows the maximum number of events (30), how these largely avoid school holidays and would help to provide a much more even balance of activity across the year.

Air Quality

The Club is required under the S.106 to monitor air quality for a period of ten years from the date of the first Major Event or until the Air Quality Objectives have been consistently achieved for a period of 5 years (whichever occurs the soonest). The air quality objectives relate to one hour and annual mean levels of nitrogen dioxide and 24 hour and annual means of particulate matter (PM10).

The Club has now received a full draft Air Quality Monitoring Report which covers the five-year period since the stadium opened. The Report notes that in respect of both nitrogen dioxide and PM10, the number of exceedances is on average comfortably below the specified annual thresholds. It concludes overall that:

"It is concluded that event days and associated High Road closures have not led to a deterioration in air quality at the THFC automatic monitoring site, in terms of the air quality objectives".



The report has been submitted to the Council for consideration on the basis that the Air Quality Objectives have been consistently achieved for a period of five years.

6 Crowd routes and flows

For the reasons explained above, the additional activity will bring visitors to the local area with associated economic and reputational benefits. Mechanisms within the S106 for the High Road West permission will ensure that crowd flows between White Hart Lane Station and the Stadium are carefully managed during the construction and operation of the High Road Development.

7 Access to Community Facilities

The Club considers that the additional MNFEs can be accommodated with minimal disruption locally, including for faith groups and community facilities.

Appendix 8 provides a full list of the timing of events held between 2019 and 2024 (including associated road closures). It confirms that there is very little crossover between the timing of events (typically evenings and weekend afternoons), with the usual opening times of community and faith facilities. This includes churches immediately opposite the Club. See for example: <https://parish.rcdow.org.uk/tottenham/mass-times/>

8 Quantum and concentration of events, temporary period and review

Having considered matters carefully, the Club would accept a review mechanism as set out in separate correspondence. In conjunction there would also be:

- A commitment to continue with BCLG (the current S106 only requires it to continue to April 2024) and its terms of reference to ensure it informs the review in an appropriate manner.
- As currently, Major Events (both football and non-football) are subject to the granting of a Safety Certificate, taking advice as necessary from the Safety Advisory Group (SAG) which is chaired by the Council's Head of Building Control. Events currently finishing after 22:00hrs are also subject to condition 6 of the Stadium Premises Licence, which requires the approval of a 'Bespoke Transport Plan', which comprises an event-specific demand forecast (i.e. transport mode shares) and accompanying LAMP. These controls outside of the planning regime will continue to provide the Council with additional control over the staging of all Major Events at the Stadium.

9 Community Fund

As explained in Section 6 of the planning statement accompanying the submission, subject to the grant of planning permission the Club would commit to the following:



1. Free Community Tickets - a continuation of the highly successful scheme of issuing free tickets to the local community (min 100 tickets per event). It is not possible to include NFL games in this initiative due to pre-existing commercial agreements.
2. 24hr Ticket Window - The Club is proposing the introduction of an advanced ticket window for local residents for MNFE. The approach would follow the same model as the community ticket scheme and provide those with N15, N17 and N18 post codes with the opportunity to buy pre-sale tickets 24 hours before events go on general sale. There would be no cap on the number of residents that could apply under this provision.
3. Community Fund – A contribution in perpetuity of £5,000 for each additional MNFE per event. The capital value (cost to the Club) of this contribution is in the region of £875,000 and there is currently no community fund in existence, nor any financial or contribution for MNFEs held within the scope of the current planning permission. No other London stadia have any such provisions.

Feedback from the community and others has welcomed such commitments and the Club is committed to providing them. Noting the suggestion by Officers for the Community Fund to sit 'outside of planning', the Club would be willing to sign a Unilateral Undertaking to deliver this initiative on the understanding that it is not relied upon in the reasoning for the grant of any planning permission.

We trust this clarifies matters. please do not hesitate to contact me if you require any further information or clarification.

Yours sincerely

Sean Bashforth

Senior Director

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APPENDIX 1: RESPONSE TO PREVIOUS COMMITMENTS

Comment	Response
The specifics of stewarding improvements	<p>The Club has employed several full time supervisors and continues to advertise for permanent positions. These staff are/will be deployed at relevant transport hubs: Northumberland Park, White Hart Lane, Seven Sisters and Tottenham Hale. They are/will act as the main point of contact for all external agency and station staff.</p> <p>In addition, the Club has redeployed stewards to various locations following direct feedback from local residents. This includes positioning stewards at the entrance to Lancaster Close and Bergen Apartments as well as ensuring the consistency of staff at locations closest to the stadium with specific requirements e.g. Worcester Avenue</p>
Litter and ASB	The Club and the Council have established street cleansing and waste collection protocols for MNFEs whereby they will agree a level of service (e.g. Platinum) for a particular event. The service is carried out by the Council's contractor, Veolia at the expense of the Club.
Economic benefits	This is explained in the letter.
Ensuring benefits for traders in Tottenham	<p>The Club has worked closely to establish and maintain constructive working relationships with a range of businesses across North and South Tottenham.</p> <p>It should be noted that the Club carried out extensive consultation with the business community in reference to this application. That engagement includes convening a special meeting of businesses across N17 on Wednesday 20 March at the Stadium. Attendees of this meeting included the chair and executive committee of the Tottenham Traders Partnership; the Antwerp Arms; Café Lemon; the Victoria pub; Blooming Scent café; Queen of Hearts Floral Design; Goan Community Centre; Tottenham Community Sports Centre; McDonald's; Mother Hubbard Fish & Chips; Daughters United; True Craft; the Post Bar; and Chuku's.</p> <p>Many of the businesses consulted with are new to the area and are not existing members of the TTP, which has not yet met in 2024. It should be noted the last meeting of the TTP took place on Wednesday 27 September 2023 and was hosted at the Stadium.</p> <p>In addition to the consultation specific to this application, the Club has made every effort to work with businesses ahead of third-party events. This includes asking the NFL to convene Fans First Training on Monday 4 September ahead of the October NFL games in 2023. NFL staff were on hand to present to businesses how best to engage with NFL fans visiting the Stadium. Marketing materials and factsheets were made available to attendees, and we will look to replicate the session this year.</p>
The specifics of the review of toilets and signage	The Club has had festival style flags and signage designed which is now deployed in the areas around toilets to promote their usage. This includes the junction of Love Lane and Whitehall Street which has previously been identified as a problem area by members of the BCLG



	The quantity of toilets has long been approved with LBH. It was noted by Cllr Ali during the recent BCLG meeting on 19 June 2024 that report incidents of public urination were now “much less frequent”.
Improvements to communication of events	The Club knows of no-issues with current communication methods and has not received any complaints from residents or ward Councillors.
Concentration of events	See above – this is explained in the rational section above.
Working with local traders	For various commercial reasons we cannot sign up to the Business Charter in its current form but we can certainly commit to agreeing one on the proviso it works both for us and local traders and is written in tandem.
Concluding review of the Local Area Management Plan (LAMP) on a range of matters, including consultation with regard to the ‘Blue Book’ with the local community.	See the letter, which explains that the LAMP has been updated taking into account feedback from councillors and others.



APPENDIX 2: THFC RESPONSE TO COMMENTS ON THE LAMP

Issues raised	Our response	Relevant reference in the LAMP
<p>1) Additional event reminders should be sent to residents ahead of events and efforts should be made to increase sign ups to the Clubs email and SMS alert service</p> <p>This was raised at the LAMP briefing hosted with Cllrs in November 2022</p>	<p>The Club distributes letters containing event day information to all streets within 500m of the Stadium and tailored letters to neighbours in the immediate vicinity. The Club will increase the frequency of these letters for third-party events and when league or cup fixtures change at short notice.</p> <p>The Club will continue to operate the email and SMS alert service notifying residents of the above. Efforts have been made by the Club to increase usage with over 600 residents signing up to the service since last summer's concert season.</p>	<p>Chapter 15 of the LAMP has a detailed description of the Club's approach to local communications.</p>
<p>2) Additional parking restrictions should be implemented on a range of streets within the vicinity of the Stadium including Willoughby Road</p> <p>This has been raised at BCLG meetings</p>	<p>The Club is currently consulting with LBH on roads in the surrounding area where existing parking restrictions are insufficient to maintain a desirable flow of traffic before and after each event.</p>	<p>Chapter 4 of the LAMP 'Major Event Day Controlled Parking Zones and other Parking Controls' sets out an overview of the Club & LBH approach to parking.</p>
<p>3) Stewarding numbers should be increased around all four major transport hubs and repositioned to various locations with reported incidents of anti-social behaviour e.g. Moselle Place</p>	<p>The Club has increased stewards around transport hubs & repositioned stewards where necessary. For example – stewards are now located at Moselle Place following reports of anti-social behaviour behind Brooklyn Apartments on the High Road. Staffing numbers increase for third-party events.</p>	<p>Staffing for events is determined on an event by event basis and depend on provision at transport hubs</p>
<p>4) Residents in unique locations e.g. Bergen and Brooklyn apartments should be issued with parking permits enabling them to pass road closure check points when safe and appropriate to do so</p> <p>This has been raised by residents and Cllrs as part of the Club's consultation on proposals to increase the number of non-football major events</p>	<p>The Club will look to provide paper permits to residents in Bergen and Brooklyn Apartments. In the meantime, stewards have been briefed and are aware of the need to allow access to and from where appropriate and safe.</p>	<p>Chapter 8 of the LAMP "Traffic Management Zone" details CPZ locations.</p>
<p>5) Residents in Bromley Road should have access to use their parking permits elsewhere in the local area when they are unable to park on their own street</p>	<p>This decision ultimately sits with LBH,</p>	<p>Chapter 8 of the LAMP "Traffic Management Zone" details CPZ locations.</p>



<p>during fixtures deemed 'high-risk' by the Met Police</p> <p>This has been raised by residents of Bromley Road as part of the Club's consultation on proposals to increase the number of non-football major events</p>		
<p>6) Toilets should be better signposted to events and match attenders to reduce frequency of public urination. This includes visible signage by major transport hubs, particularly White Hart Lane</p> <p>This was raised at the LAMP briefing hosted with Cllrs in November 2022</p>	<p>The Club has placed flag signage between Love Lane and Whitehall Street which is in place on every match and event day. The Club has also increased temporary signage to toilets at White Hart Lane station, signposting ticketholders to toilet locations immediately on exit from the station.</p>	<p>Chapter 16 of the LAMP 'Public Nuisance Management Plan' details external toilet locations.</p>
<p>7) Stewards at major transport hubs and TfL staff should be sufficiently briefed ahead of events so they can better direct events and match attenders. Where possible, regular staff should be deployed</p> <p>This has been raised at BCLG meetings</p>	<p>The Club briefs staff ahead of all football and third-party events and deploys regular staff at locations with specific requirements. E.g. the same traffic marshal is deployed at Worcester Avenue as they are well known to local residents.</p>	
<p>8) Walking route maps and the new Tottenham Hotspur Stadium website should be better utilized to alleviate pressure on transport hubs and generate increase footfall for local businesses</p> <p>This has been raised by local businesses during as part of the Club's consultation on proposals to increase the number of non-football major events</p>	<p>Walking route maps have been updated in the LAMP and in the draft Blue Book.</p>	<p>Chapter 7 of the LAMP "Management of Spectators arriving/departing on foot" details information about walking routes.</p>
<p>9) Toilets should be made available earlier on event-days to account for early arrivals</p> <p>This has been raised at BCLG meetings as part of the feedback following concerts</p>	<p>Toilets are now installed early pre-match and pre-event to ensure early arrivals have access to toilet facilities on arrival in the area.</p>	<p>Chapter 16 of the LAMP 'Public Nuisance Management Plan' details external toilet locations.</p>



<p>10) The hours of the CPZ should be extended beyond the current cut-off of 8.30pm to accommodate major events which do not end until later in the evening</p> <p>This has been raised at BCLG meetings</p>	<p>This is an issue for LBH.</p>	
<p>11) Parking enforcement by LBH should be more effective and consistent to reduce parking issues for resident on major event days</p> <p>This has been raised at BCLG meetings and by residents as part of the Club's consultation on proposals to increase the number of non-football major events</p>	<p>This is an issue for LBH.</p>	
<p>12) A uber/taxi plan should be devised to improve egress from the area post-event</p> <p>This has been raised at BCLG meetings and by residents as part of the Club's consultation on proposals to increase the number of non-football major events</p>	<p>The Club has explored a specific taxi/black cab location previously and it has been found to be ineffective. The Club continues to explore solutions with relevant stakeholders including TfL.</p>	<p>Chapter 9 of the LAMP "Management of Black Taxi and Private Hire Vehicle Management" details arrangements for private hire cars.</p>
<p>13) Additional off-street cycling racks should be introduced to encourage cycling and alleviate pressure on public transport</p> <p>This was raised at the LAMP briefing hosted with Cllrs in November 2022</p>	<p>The Club is not yet at 100% capacity for off-street cycle racks. The Club has carried out a review of existing locations which are well utilized. We will continue to assess the most appropriate locations for off-street cycle racks and promote communications with ticket holders.</p>	<p>Chapter 11 of the LAMP 'Cycle Management' outlines the cycle parking arrangements on event days.</p>
<p>14) The number of available toilets should be increased and accurately reflect fan movement pre-and post-event</p> <p>This was raised at the LAMP briefing hosted with Cllrs in November 2022</p>	<p>The number of toilets has been increased for both football and third-party events. Where required the Club has consulted with local businesses on recommended specific locations.</p>	<p>Chapter 16 of the LAMP 'Public Nuisance Management Plan' details external toilet locations.</p>
<p>15) Street cleansing and waste collection should be increased,</p>	<p>The Club is having ongoing discussions about waste collection with LBH</p>	<p>Chapter 13 of the LAMP "Street Cleaning" details</p>



<p>specifically bin collection to ensure that bins are not overflowing pre-event</p> <p>This was raised at the LAMP briefing hosted with Cllrs in November 2022</p>		<p>street cleansing operations.</p>
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APPENDIX 3: Socio-Economic Challenges

Evidence recently presented in support of the Compulsory Purchase of the High Road West area⁵ explained important context including:

- Tottenham has been an area where many local residents have faced significant barriers including high levels of deprivation, an under provision of good quality and affordable housing, a lack of access to training and employment opportunities, perpetually high levels of both serious and low-level crime and a poor quality of health and is consistently ranked as one of the most deprived area in the country (paragraph 3.3 and 3.4).
- Residents in North Tottenham face significant barriers to long-term and sustainable employment and have reduced access to training and skills opportunities. The area has a lower proportion of economically active residents (61.9%) in comparison to the Haringey (67.2%) and London (66.2%) averages. (paragraph 3.15)
- The High Road is a key opportunity for economic growth with priority given to spreading economic benefits beyond match days. Paragraph 3.18 stated as follows:

“3.18 The Council has specifically identified the High Road as a key opportunity to provide economic growth through the development of the Tottenham High Road Strategy 2019-2029. This focuses on how quality jobs for local people and a sustainable mix of employment is created on one of the borough’s main arterial routes. In particular, it states:

‘The new Tottenham Hotspur FC Stadium development will provide the catalyst for comprehensive regeneration of the Regeneration Scheme and the North Tottenham Local Centre. The priority is to ensure that, even on non-match days, the area is lively and attracts people to make the most of the Stadium development, the High Road, and wider urban realm improvements that will take place as part of this development. Provision is therefore proposed for new community facilities and leisure orientated retail development to further cement the area’s reputation as a premier leisure destination within North London.’

- Haringey has some substantial health challenges. It is the fourth most deprived borough in London, and the gap in healthy life expectancy between the richest and poorest areas within Haringey is 15 years for men and 17 years for women. Over a third of Year 6 school children are overweight and this disproportionately affects those in the most deprived areas.

⁵ Proof of evidence of Mr Peter O'Brien in respect of the London Borough of Haringey (High Road West Phase A) Compulsory Purchase Order 2023)



APPENDIX 4: EY REPORT

Tottenham Hotspur

An analysis of the Club's
socio-economic contribution
to the local area

December 2023





In this report

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Foreword



Peter Arnold
Chief Economist and Partner, EY

I am extremely pleased to introduce this report on the economic and social impact of Tottenham Hotspur. The opening of the Club's state of the art Tottenham Hotspur Stadium in 2019 has formed part of a wider ongoing regeneration of the area. The results are impressive – Tottenham Hotspur can be justifiably proud of the increasing impact it generates for the local economy and community.

Our analysis focuses on the 2021/22 season, which saw the return of fans after they had been unable to attend the vast majority of matches the previous season, as a result of the COVID-19 pandemic. Tottenham Hotspur makes a significant economic contribution within the local area and beyond. Overall, the Club's economic activity contributed a total of £344m in Gross Value Added (GVA)¹ and supported over 3,700 jobs in the tri-borough area,² whilst generating £194m of tax in the UK via direct and indirect channels.

Tottenham Hotspur invests a great deal in its local community, both through its Foundation and through wider initiatives undertaken by the Club. The report highlights how the Club and Foundation harness

the power of football to improve the lives of youth, foster employment, develop skills, and promote sport participation, health and wellbeing.

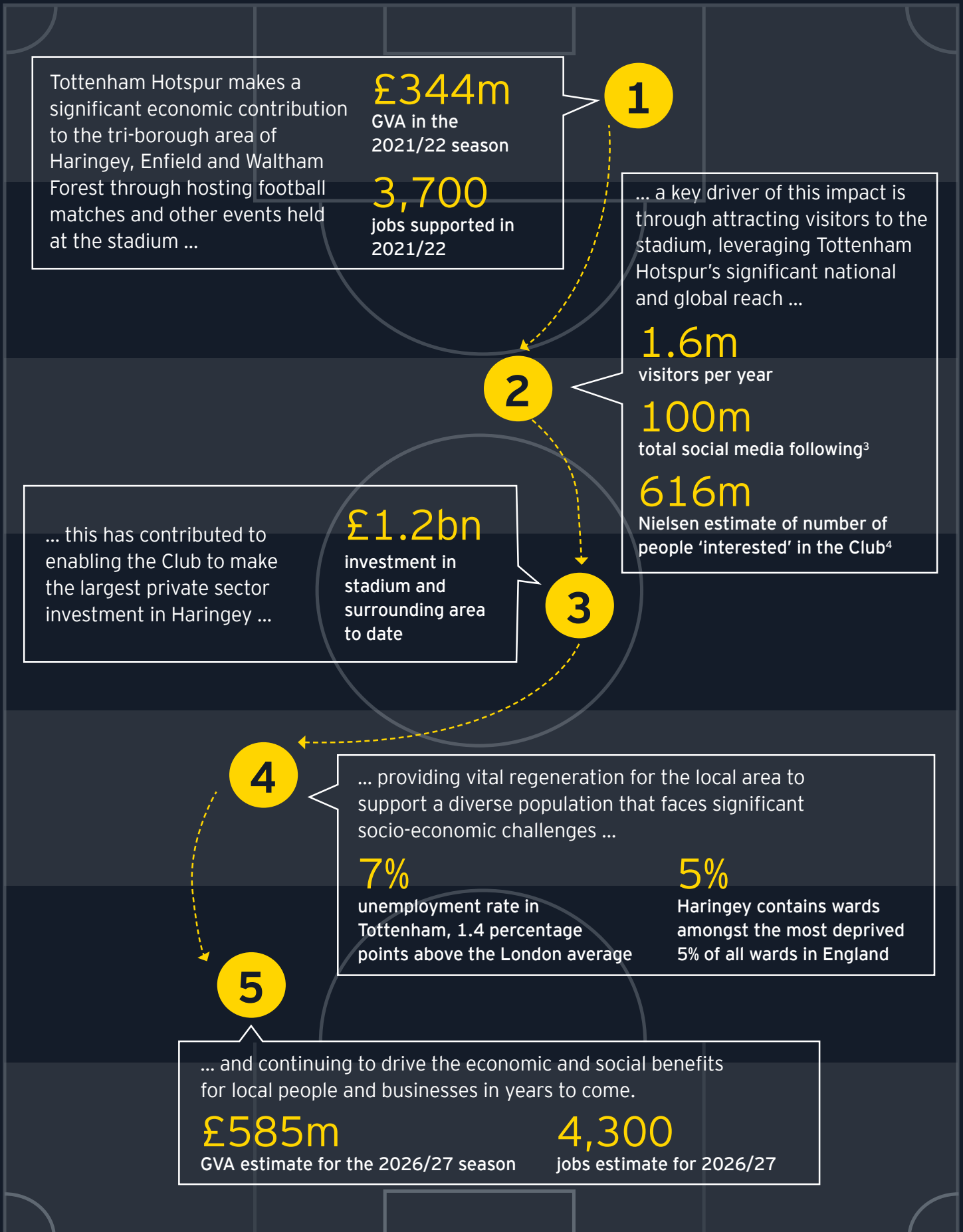
Since the report was carried out, Tottenham Hotspur Stadium has further established itself as a leading sport, leisure and entertainment destination in London. It became the only venue to host five nights during Beyonce's Renaissance World Tour 2023 – grossing \$42.2m, the highest-grossing engagement ever by a woman, a Black artist or any American artist – as well as hosting Red Hot Chili Peppers and Wizkid shows in 2023. The stadium is also included as one of 10 host venues for the UK & Ireland's UEFA EURO 2028.

The Club is passionate about Tottenham and committed to improving the lives and aspirations of those on its doorstep – whether that's through free sporting activity, support for local foodbanks or sponsoring a high-performing Sixth Form College on its stadium campus. The wider stadium development has already delivered benefits within the local area and with increased footfall and further regeneration to come – this is just the start.

1. Gross Value Added (GVA) is a measure of economic activity which can be viewed as the incremental contribution to Gross Domestic Product (GDP). It therefore provides a useful measure for understanding the economic contribution made by particular industries, or businesses, such as Tottenham Hotspur.

2. The tri-borough area is comprised of the London Boroughs of Haringey, Enfield and Waltham Forest. This area is the focus of the analysis in this report, to enable ease of comparison with the impact report commissioned by Tottenham Hotspur in 2015.

Executive summary



3. Tottenham Hotspur.

4. Nielsen 2019/20 Premier League Club Interest study.



Tottenham Hotspur has been an integral part of the community in Haringey for over 140 years, contributing significantly both socially and economically to the Borough and the wider tri-borough area that includes Enfield and Waltham Forest.

A significant contribution to the tri-borough economy ...

Tottenham Hotspur made a £344m GVA contribution to the economy of the tri-borough area in 2021/22 through the hosting of football matches and other events at the Stadium. This contribution was driven by attracting over 1.6 million visitors to the stadium, benefitting a significant number of local businesses.⁵ This, in combination with the many people employed directly by the Club, saw a total of over 3,700 jobs supported by Tottenham Hotspur.

Tottenham Hotspur Stadium is versatile, hosting a wide variety of events, including football matches, NFL games, rugby matches and concerts, as well as serving as a civic building and community hub. This enables the Club to deliver socio-

economic benefits to the tri-borough area that it would not otherwise be able to.

The Club's impact is generated by direct operations, spending in supply chains, wider economic spill-over effects, and the economic benefits of attracting visitors to Haringey and the tri-borough area. Overall, Tottenham Hotspur supported 11 full-time equivalent (FTE) jobs in the tri-borough area for every 10 FTE jobs employed directly. The majority of economic benefits were realised in Haringey, the London Borough in which the Club is based.

When aggregated across Greater London, the total GVA contribution increases to £478m and 5,100 jobs, this is derived from £888m of gross output⁶ stemming from Tottenham Hotspur's presence and activity. This activity generated £194m of tax revenues for the Government.

London Borough of Haringey



Tri-borough area



Greater London



5. Tottenham Hotspur's economic impact was also supported by generating commercial revenues, including broadcast income of £144m.

6. Gross Output is based on the total revenue or turnover in the economy that occurs as a result of Tottenham Hotspur's (and its Stadium's) presence, and the resulting output generated elsewhere in the economy.

... and the wider community

In addition to its economic impact, Tottenham Hotspur also delivers substantial social benefits to the tri-borough area, through the work of its Foundation and wider community programmes. This work is of vital importance, given the level of deprivation in the area: for example, in 2019/20, 25% of children were living in poverty, compared to 19% across London.⁷ The Club supports positive change across the areas of health and wellbeing, education and skills, sustainability, and diversity, equality and inclusion. The Club uses football as a tool for engagement with a diverse range of people and to address issues in the community.

The Street Soccer Academy, Premier League Kicks and To Care Is To Do are examples of programmes that aim to make a positive impact in the community by mentoring disadvantaged young people who are experiencing homelessness, have grown up in the care system or are not in education, employment or training.

Plan to expand impact

Over the next four seasons, Tottenham Hotspur projects there will be increased in-stadium and visitor expenditure as a result of an increased number of events at the stadium. This, in addition to a projected increase in commercial revenue, means that the Club's contribution to the tri-borough economy is expected to nearly double over the next five years, with GVA of £585m in 2026/27,⁸ supporting over 4,300 jobs.

Tottenham Hotspur's expected economic contribution to the tri-borough area in 2026/27⁹

£585m
GVA

4,300
Jobs supported



7. Greater London Authority.

8. The estimated increase in GVA contribution for 2026/27 is in nominal terms, i.e. reflects projected price increases during the period between now and then.

9. Projected GVA and jobs supported figures are based solely on stadium and event impacts (including visitor tourism), and increases in commercial revenues. Wider development activities are excluded and would have impacts additional to these projections.

2

Tottenham in context

2.1. Introduction

2.1.1 This report evaluates the socio-economic impact of Tottenham Hotspur, focusing on a tri-borough area of London which comprises Haringey, Enfield and Waltham Forest, and the wider Greater London region.

2.1.2 The tri-borough area is selected as the geographical area of focus to enable comparison to the 2015 socio-economic impact report commissioned by Tottenham Hotspur. EY's analysis is based on the 2021/22 season and informed by information provided by Tottenham Hotspur, in addition to other sources.

Scope of this report

The report covers the following:

2.1.3 Economic impact:

Club operations: Tottenham Hotspur's day-to-day operations support economic activity directly, as well as local supply chains.

Tourism: Tottenham Hotspur attracts visitors from across the UK and abroad, for football matches, third-party events and visitor attractions hosted at Tottenham Hotspur Stadium.

2.1.4 Social impact:

Activities in the community: various programmes that deliver improved outcomes across health, education and community cohesion.

Key partnerships: Tottenham Hotspur's partnerships with the local community drive important benefits for individuals engaging with the Club and associated programmes.

2.1.5 Future impact:

Following the opening of the Stadium in 2019, Tottenham Hotspur's impact has continued to grow. This analysis forecasts the Club's economic impact in five years' time, during the 2026/27 season.

2.2 Tottenham Hotspur overview

Tottenham Hotspur within the tri-borough area and London

2.2.1 Greater London has a population of nine million, 0.9 million of whom reside in the tri-borough area (including 0.3 million in Haringey).¹⁰

Figure 1: Tottenham Hotspur Stadium and the tri-borough area within Greater London¹¹



10. ONS (2021) Estimates of the population for the UK, England and Wales, Scotland and Northern Ireland.

11. By TUBS – This vector image includes elements that have been taken or adapted from this file: CC BY-SA 3.0, <https://commons.wikimedia.org/w/index.php?curid=17530397>

Tottenham Hotspur Football Club

2.2.2 Founded in 1882, Tottenham Hotspur is one of Europe's leading football clubs having won 14 major domestic trophies (including two league titles) and three European trophies. It is one of only six teams to have competed in the Premier League since its inception in 1992 and competed in the European showpiece Champions League final as recently as 2019.

2.2.3 Its women's team, founded in 1985, has played in the Women's Super League since the 2019/20 season, having secured promotion and gained professional status in 2019.

2.2.4 Off the pitch, the Club does a significant amount of work to benefit the local community. A core part of this is its contribution to the regeneration of the Tottenham area, led by the recent completion of Tottenham Hotspur Stadium. The Club also has a number of initiatives to promote environmental sustainability, diversity and inclusion, and to support charities and good causes. In addition, Tottenham Hotspur Foundation delivers a number of programmes for the benefit of a wide range of participants. Section 4 of this report provides an in-depth assessment of Tottenham Hotspur's social impact.

Tottenham Hotspur Stadium

2.2.5 Tottenham Hotspur played its matches at White Hart Lane stadium from 1899 until the 2016/17 season. The Club announced plans to build a new ground (Tottenham Hotspur Stadium) in 2008, which opened towards the end of the 2018/19 season.¹²

2.2.6 Tottenham Hotspur Stadium has a capacity of 62,850, significantly more than the 36,300 capacity of White Hart Lane. This enables more fans to watch matches live, generating economic benefits to local businesses, as more visitors are attracted to the area to spend money. The expansion has also formed part of the London Borough of Haringey's ongoing planning aspiration to create London's next premier sports and entertainment destination.¹³ The Stadium is multi-purpose, allowing the Club to host a number of third-party events, including NFL games, boxing matches, and concerts, bringing footfall and expenditure outside of matchdays, further boosting the local economy and increasing revenue coming into the Club.

A global brand

2.2.7 Tottenham Hotspur is a globally recognised brand, with an estimated 54 million fans across the world.¹⁴ The Club regularly plays pre-season matches outside of Europe to connect with its fanbase in different countries, most recently travelling to Perth, Bangkok and Singapore for matches in 2023. The club also has a combined global social media following of 100 million across all platforms.¹⁵

2.2.8 This global popularity enables Tottenham Hotspur to welcome fans from across the world for its matches. As one of only 20 Premier League clubs, Tottenham Hotspur's global profile puts the area of Tottenham on the map, and has the potential to create opportunities for inward investment that would otherwise not exist.



12. Matches were played at Wembley Stadium, the England national team's home stadium in north-west London, in the interim.

13. Tottenham Hotspur.

14. Tottenham Hotspur; Nielsen.

15. Tottenham Hotspur.

2.3 Socio-economic context

Deprivation

2.3.1 Both Tottenham and the wider tri-borough area face more challenging socio-economic conditions than much of London and the UK as a whole. In 2019, Haringey contained wards amongst the 5% most deprived wards in England.¹⁶ This creates a risk that parts of the local community are disenfranchised, which in turn increases the relevance of the Club's community programmes.

2.3.2 Median gross weekly pay in the tri-borough area was £631 in 2020, 17% and £130 below the London average. Tri-borough earnings increased by 21% from 2014¹⁷ to 2020, by comparison to 15% for London (in nominal terms¹⁸).

2.3.3 12 years after the Tottenham Riots, North Tottenham remains the most deprived area of the London Borough of Haringey and is within the top 10% most deprived neighbourhoods in England. In addition, 20.7% of households in Haringey are considered to be overcrowded – the sixth highest in London.¹⁹

17%

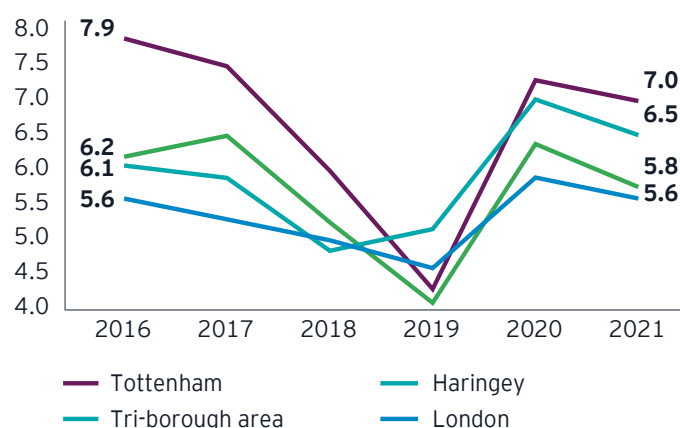
Earnings gap between the tri-borough area and London average

Unemployment

2.3.4 Figure 2 shows that the unemployment rate has been higher in the tri-borough area than London as a whole, with the exception of 2018.

2.3.5 The COVID-19 pandemic and resulting lockdowns in 2020 meant unemployment increased throughout London. However, the tri-borough area was harder hit, leading to an increase of 1.6 percentage points (pp) – compared to 1.3pp in London generally – to a peak unemployment rate of 6.7% in 2020.²⁰

Figure 2: Unemployment rate, proportion of residents, 2016-2021 (%)



Source: Office for National Statistics (ONS) UK



16. English Indices of Multiple Deprivation 2019; <https://data.london.gov.uk/blog/indices-of-deprivation-2019-initial-analysis/>

17. 2014 was the final year of the period examined in the equivalent analysis in the previously commissioned socio-economic impact of Tottenham Hotspur.

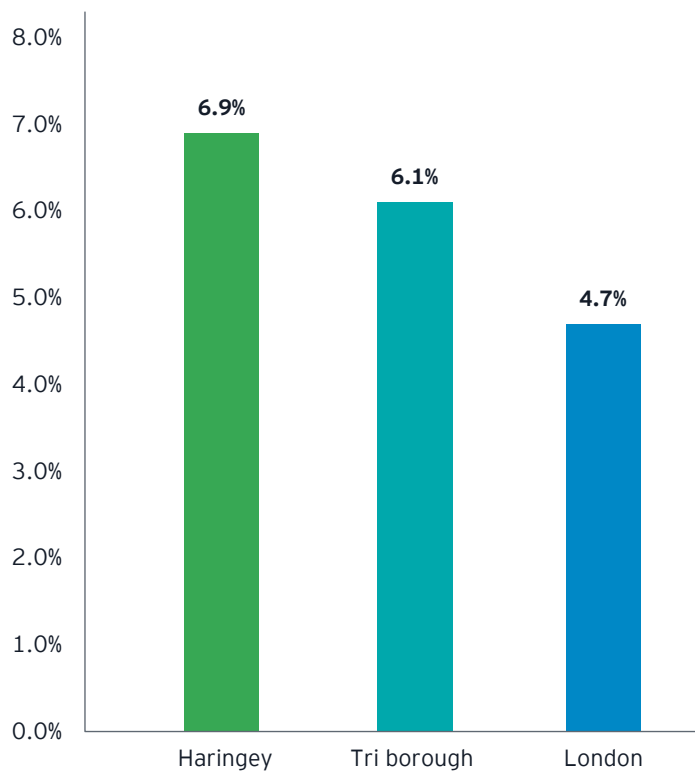
18. The stated earnings increases have not been adjusted for inflation.

19. OCSI – Census 2021.

20. Office for National Statistics (ONS) UK.

2.3.6 The number of people claiming unemployment related benefits can be reflective of a level of poverty and lower standards of living. Figure 3 shows that there is a higher proportion of the population claiming job seekers allowance and universal credit in Haringey than the rest of the tri-borough, which in turn is higher than the London average, illustrating one aspect of a challenging socio-economic environment.

Figure 3: Claimant Count of Job Seekers Allowance and some Universal Credit Claimants (%)

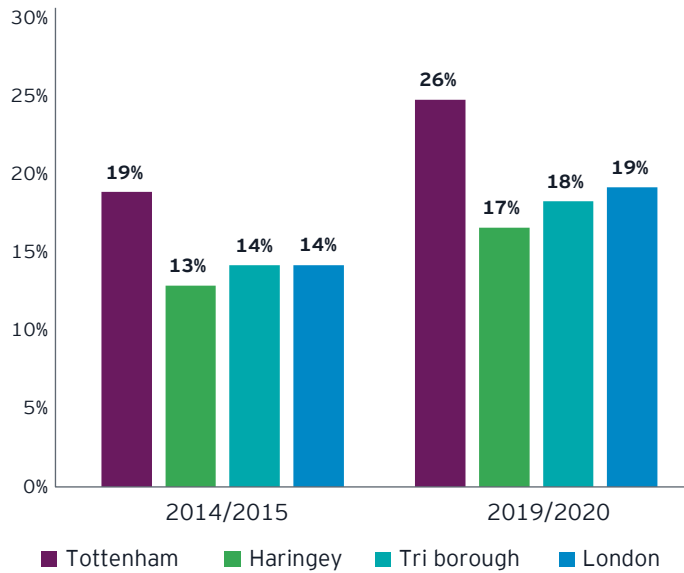


Source: ONS

Child poverty

2.3.7 Figure 4 shows that child poverty²¹ in Tottenham²² was 26% in 2019/20, seven percentage points above the figure for London. This gap appears to be widening: in 2014/15, 19% of children in Tottenham lived in poverty, compared to 14% in London as a whole.²³

Figure 4: Child poverty (%), 2014/15 vs 2019/20



Source: Greater London Authority

2.3.8 Tottenham Hotspur contributes to the education of children in the local area through its investment in the London Academy of Excellence Tottenham (LAET) school. LAET has had an immediate impact, increasing educational standards and attainment. Refer to Section 4.3 for further details of LAET.

Crime

2.3.9 Crime in North Tottenham is 78% higher than the London average, including a 92% and 45% higher ‘violence against the person rate’ compared to London and Haringey respectively.

2.3.10 Several surveys of Haringey residents suggest that crime is prevalent enough to damage perceptions of public safety:

- ▶ 15% of residents say they feel unsafe when outside in their local area after dark.²⁴
- ▶ Residents of North Tottenham (49%) and West Green & Bruce Grove (24%) are most likely to say they feel unsafe after dark.²⁵
- ▶ 11% of Year 8 and 10 students in Haringey report having been a victim of violence or aggression in the area where they live in the last 12 months.²⁶

21. Child poverty is defined as children under 16 living in low income families.
22. Tottenham is defined for the purposes of this comparison as covering the wards of Tottenham Green, Tottenham Hale, Northumberland Park, White Hart Lane and Bruce Castle.
23. Greater London Authority.
24. Haringey at a glance – State of the Borough December 2021.
25. Haringey Residents Survey 2018.
26. Health Related Behaviour Survey 2017.

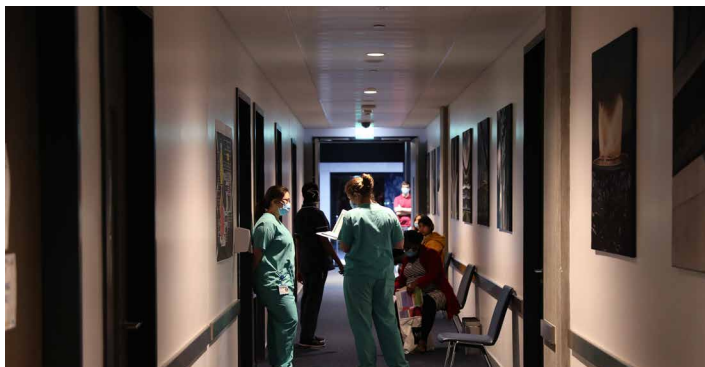
2.4 Regeneration: Tottenham Hotspur Stadium

Overview

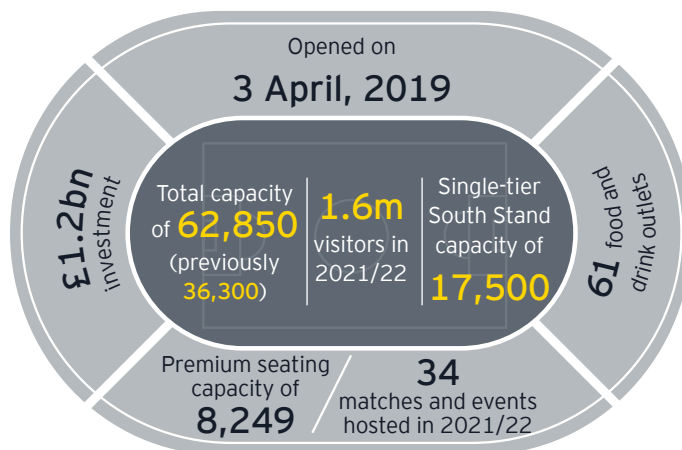
2.4.1 Tottenham Hotspur has long been embedded in the Tottenham community, having called the area home for over 140 years.

2.4.2 Following the riots of August 2011, which originated in Tottenham, the Club pushed forward with the construction of the new stadium as well as a host of associated infrastructure, including new Club offices, a new supermarket, new schools, a permanent home for the Tottenham Hotspur Foundation, and the Tottenham Experience – a seven-day-a-week leisure destination that includes the Spurs Shop, Stadium Tours and the Dare Skywalk.²⁷

2.4.3 The new stadium forms part of the wider ongoing Northumberland Development Project (NDP), which totals £1.2bn investment by the Club to date. As well as the stadium itself, this includes development of residential, commercial and public realm elements on the surrounding land.²⁸ This represents the largest private investment Tottenham has seen.²⁹



The new Stadium in numbers



2.4.4 The stadium provides a civic building and community asset that extends beyond the world of sport, entertainment and leisure. Since opening:

- ▶ Nearly **9,000** local people received COVID-19 jabs at the stadium.
- ▶ **41,500** appointments were held by the North Middlesex Hospital, having temporarily transferred its Women's Outpatient Services to the stadium during the first COVID lockdown.
- ▶ The stadium accommodated drive through **COVID-19 testing** from April 2020 – February 2021.
- ▶ A **blood donation event** was held in June 2021, encouraging more people from the Black community to become blood donors.
- ▶ The stadium was Haringey **Council's hub** for the general election vote count in December 2019 and local Council elections in 2022.

“

We did not just want to build a stadium. We wanted to change the prospects for those that live in this part of London. We see it as bringing hope, prosperity and uplift to Tottenham, embracing the local community. If you live here, you should be able to study, work and play here.

Daniel Levy, Chairman, Tottenham Hotspur

27. Tottenham Hotspur, To Care Is To Do.

28. The southern end of the site is still to be developed, including a hotel, leisure facilities and residences.

29. Tottenham Hotspur.

Northumberland Development Project³⁰

2.4.5 The NDP is a mixed-use development project that centres around the new Tottenham Hotspur Stadium, built on the site of the old White Hart Lane stadium in 2019.

2.4.6 Phase 1 of the NDP was the Northern Development, a new five-storey building accommodating the largest central London Sainsbury's store and Gym, with 402 undercroft parking spaces in use on matchdays and non-matchdays. The upper levels are home to the award-winning London Academy of Excellence Tottenham and Tottenham Hotspur's offices.³¹

2.4.7 The development also includes the Tottenham Experience – home to Europe's largest Club Shop, Stadium Tours, the Dare Skywalk and Dare Skywalk Edge. Future plans include 585 new homes and a 180 room hotel, and F1 DRIVE – London, the world's first in-stadium electric karting facility, in partnership with Formula 1.

Wider regeneration of the Tottenham area

2.4.8 The Club's history is closely intertwined with the heritage of its local area, much of which has been restored and incorporated into the wider stadium development scheme. This includes Warmington House – home to the OOF Gallery;³² Percy House – the headquarters of the Tottenham Hotspur Foundation, Northumberland Terrace (home of the Sarabande

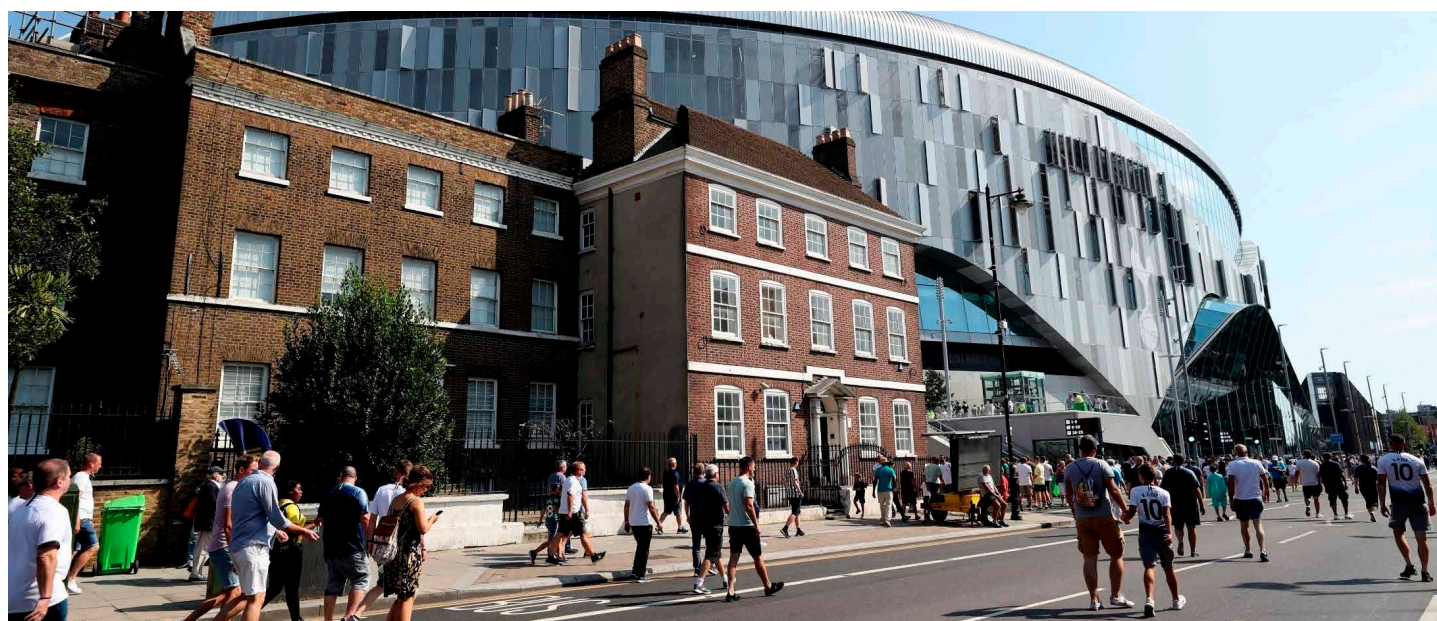
Foundation);³³ and the Corner Pin pub – now operated by Tottenham-based Beavertown brewery.

2.4.9 The scheme has facilitated the delivery of 400 new homes in the local area, over 70% of which is affordable housing.³⁴

Concerts at Tottenham Hotspur Stadium³⁵

Tottenham Hotspur Stadium hosted five concerts from Beyoncé's Renaissance World Tour from 29 May to 4 June 2023 attracting both tourism and investment into Tottenham:

- ▶ During the week of the concerts, figures from Haringey Council show an increase in footfall on Tottenham High Road of over 104,000, an increase of 60% on the previous week.
- ▶ Chuku's, a Nigerian tapas restaurant situated on the High Road, received an £8,000 funding grant from the Beyoncé's BeyGOOD foundation in advance of the concerts.
- ▶ 500 tickets were distributed by the Club to community groups, local projects and residents.



30. Northumberland Park is a ward in the Tottenham area of London Borough of Haringey, in Greater London, England.

31. KSS Group, Northumberland Development, Haringey – Project Details.

32. OOF Gallery is a contemporary art gallery focused on football, located in Warmington House at Tottenham Hotspur Stadium.

33. The Sarabande Foundation, established by the late designer Lee Alexander McQueen, provides scholarships and studio space for artists and hosts various events.

34. Tottenham Hotspur, To Care Is To Do.

35. Tottenham Hotspur.



3.1 Approach to measuring economic contribution

3.1.1 Tottenham Hotspur makes a significant economic contribution to Haringey, the tri-borough area and Greater London. This is driven by the stadium's major events and visitor attractions bringing an increased number of people to the area throughout the year.³⁶ The impact of these activities can be broken down into three categories:

Direct impact	Resulting from the Club and the Foundation's activities, and visitors' expenditure in the stadium and at local businesses on event days. ³⁷
Indirect impact	The additional economic activity in the region that occurs through the Club's supply chains.
Induced impact	The additional activity supported by employment incomes received by Club employees and those in the Club's supply chain.

3.1.2 This report considers the economic footprint of Tottenham Hotspur, the activities of the Club and its contribution to the wider economy through visitor spending. Figure 5 overleaf presents an overview of Tottenham Hotspur's key impact drivers, which inform the analysis. It is likely that there are further impacts resulting from the Club's activities, such as through connections with the retail and media sectors, which are not fully captured within this report.

3.1.3 In addition, the analysis provides a comparison with the results within the last socio-economic impact report commissioned by Tottenham Hotspur in 2015.

Gross Output	Gross value added	Employment	Tax receipts
<ul style="list-style-type: none"> Gross Output is based on the total revenue or turnover in the economy that occurs as a result of Tottenham Hotspur's (and its Stadium's) presence, and the resulting output generated elsewhere in the economy. 	<ul style="list-style-type: none"> Gross Value Added (GVA) reflects the additional value to the economy that is created from Tottenham Hotspur's (and its Stadium's) presence. This study focuses primarily on the GVA impact over gross output. GVA broadly equates to profits and employee salaries generated at each stage of the supply chain. 	<ul style="list-style-type: none"> The total number of full time equivalent (FTE) jobs created or supported by the total direct, indirect and induced effects of Tottenham Hotspur's (and its Stadium's) presence. 	<ul style="list-style-type: none"> The revenue generated for the Exchequer as a result of the economic activity (direct, indirect and induced). Taxes include employee income tax and National Insurance, VAT and corporation tax.

36. Whilst the 2021/22 season was largely unaffected by the COVID-19 pandemic, there may have been some impact of the emergence of the Omicron variant in November and December. Many people were forced into isolation and therefore may not have attended events at the Stadium that they otherwise would have.

37. Direct activity also includes the activities of Tottenham Hotspur Foundation, Northumberland Park Sainsbury's Superstore, and The London Academy of Excellence Tottenham (LAET).

Drivers of impact

3.1.4 Tottenham Hotspur’s operations contribute to economic activity in Haringey and across the tri-borough area and the wider London region. The graphic provides an overview of some of the key statistics which feed into the economic impact analysis.

Figure 5: Tottenham Hotspur, economic impact drivers in the tri-borough area³⁸



38. EY figures: based on analysis of Tottenham Hotspur’s information, UK national accounts data and various other sources.

39. Visitor economy contributions form part of the wider GVA and employment economic impact figures reported throughout this report. All figures presented in this section relate to the 2021/22 season, unless stated otherwise.

40. Additional spend is undertaken by international visitors and ‘non-local’ visitors, being those who reside in the UK but outside of the tri-borough area.

41. NFL game impacts are relatively high compared to other types of third-party event, driven by significant levels of visitor spend (including hotel expenditure) and commercial activity.

Economic impact of third-party events at Tottenham Hotspur Stadium

As well as Tottenham Hotspur football matches, Tottenham Hotspur Stadium has hosted a wide range of third-party events since opening in April 2019, including NFL, rugby, boxing and concerts.

Third-party events drive significant economic benefits to the local area surrounding the stadium, enabling greater contribution to the local economy through money spent by visitors to the stadium on accommodation, transport, food and drinks.

In addition, third-party events drive economic impacts through:

- ▶ Salaries of stadium employees
- ▶ Hire fees
- ▶ In-stadium visitor expenditure

The estimated impacts of each type of event (per event) are:

Figure 6: GVA contribution per third-party event type (£m)⁴¹

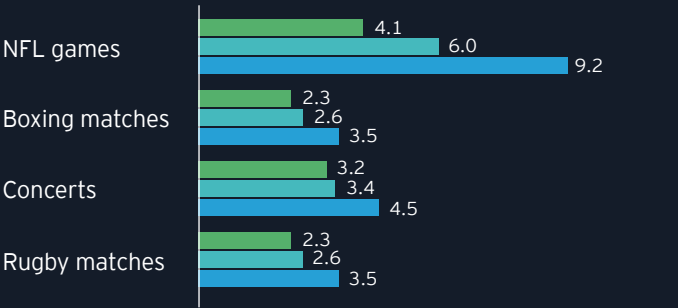
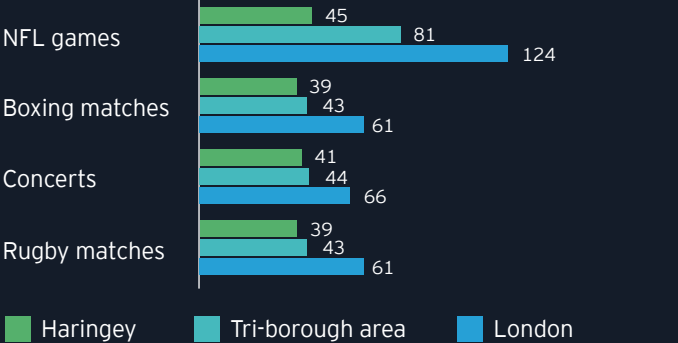


Figure 7: Jobs supported per third-party event type (FTEs)



During 2021/22 (and the following summer), the Stadium hosted two NFL games, two rugby matches, four concerts and a boxing match, generating £47m of GVA and over 700 jobs across London.

3.2 Gross value added

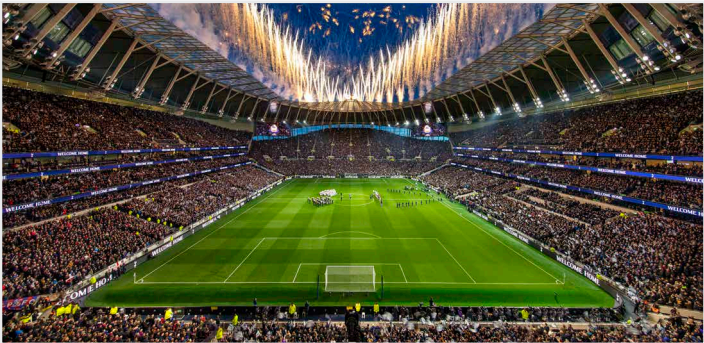
3.2.1 Tottenham Hotspur and its wider activities drive significant contributions to the local economy. These are quantified by GVA, which captures the additional economic value generated at each stage of the Club's impact.

3.2.2 The starting point of our analysis is the direct GVA generated by the Club. This has two components: (i) 'onsite' activity, based on the expenditure of visitors within the stadium⁴² and the profits earned by the Club; and (ii) 'offsite' activity, direct visitor expenditure outside the stadium in the local economy.⁴³ Each of these has knock-on indirect and induced impacts.

3.2.3 Tottenham Hotspur generated a total GVA contribution of £344m in the tri-borough area in 2021/22, including both onsite and offsite activity. £229m of this relates to the direct (onsite and offsite) impact of Tottenham Hotspur's activities. A further £70m is stimulated by spending within the Club's local supply chains and £45m from spending of employment incomes.

3.2.4 Within the London Borough of Haringey, Tottenham Hotspur contributed GVA of £296m.

3.2.5 Across Greater London, Tottenham Hotspur generated £478m in GVA. This is derived from £888m of gross output in London.⁴⁴



3.3 Employment

3.3.1 Tottenham Hotspur supported 3,700 FTE jobs in the tri-borough economy in 2021/22, increasing to 5,100 FTE jobs across Greater London.

3.3.2 1,800 FTE jobs were directly employed by the Club, with 1,600 supported throughout supply chains (the indirect effect) and a further 300 as a result of induced effects.

3.3.3 In Haringey specifically, the Club contributed 2,800 jobs.

3.3.4 Overall, Tottenham Hotspur supported 11 FTE jobs in the tri-borough area in total for every 10 FTEs employed directly by the Club.

Figure 8: GVA contribution of Tottenham Hotspur in the tri-borough area, £m

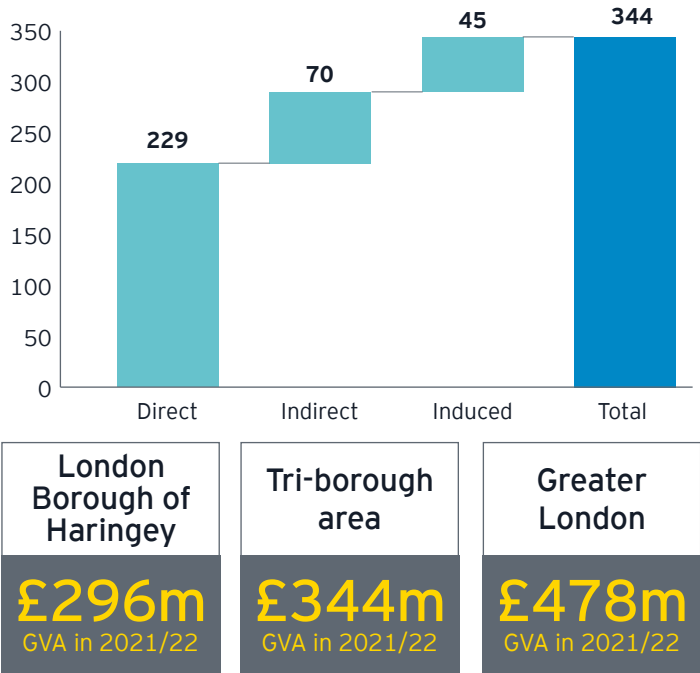
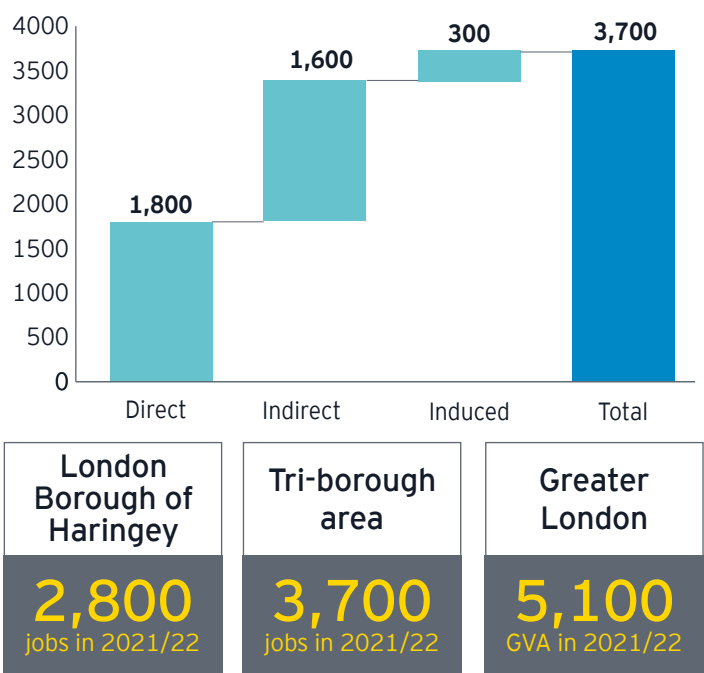


Figure 9: Total employment impact of Tottenham Hotspur, FTE jobs in the tri-Borough area



42. Onsite activity also includes the activities of Tottenham Hotspur Foundation, Northumberland Park Sainsbury's Superstore, and LAET.

43. EY analysed data from the ONS and VisitBritain on spending patterns of domestic and international tourists in the UK to derive an estimated spending profile for visitors.

44. In 2021/22 the estimated gross output generated in the London Borough of Haringey was £663m, whilst in the tri-borough area it was £693m. The gross output is based on the Club's revenue or turnover, and broader output impact in the economy. This is used to derive GVA, which measures the additional value to the economy, and is the focus of this study.

Economic impact of NFL games at the Stadium

During the 2021-22 season, Tottenham Hotspur Stadium hosted two NFL games, generating significant economic impacts for Haringey and for Greater London. Approximately 116,000 spectators attend NFL games at the Stadium each season; around 26% of these reside in London, 51% travel from elsewhere in the UK, and 23% are from overseas (with 5% of the total travelling from the US).

Visitor expenditure assumptions were estimated based on a spectator's origin (i.e. reside in the UK or overseas) and whether or not they stayed overnight, using survey data provided by the NFL and corroborated with data from the ONS and VisitBritain on spending patterns of domestic and international tourists in the UK.

£18m

Greater London GVA impact of the NFL per season, 50% of which direct

3.4 From White Hart Lane to Tottenham Hotspur Stadium

GVA

3.4.1 Tottenham Hotspur's 2021/22 GVA tri-borough contribution of £344m represents a 129% real terms increase on its 2015 contribution, when the Club played its matches at White Hart Lane stadium. The increase is primarily driven by:

- ▶ Greater numbers of visitors to the area, due to the increased stadium capacity and third-party events.
- ▶ Renewed broadcast arrangements.

Employment

3.4.2 Tottenham Hotspur's 2021/22 employment tri-borough contribution of 3,731 FTEs represents a 103% increase on its 2015 contribution. This increase is primarily driven by:

- ▶ An expansion of the Club's direct employment.
- ▶ Increased activity driven throughout the local economy as a result of more visitors coming to the area to visit the stadium.

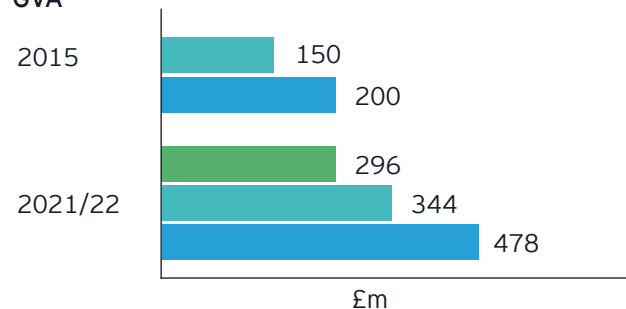
Tax

3.4.3 Tottenham Hotspur's 2021/22 tax contribution of £194m represents a 397% real terms increase on its 2015 contribution.⁴⁵ The increase is primarily driven by:

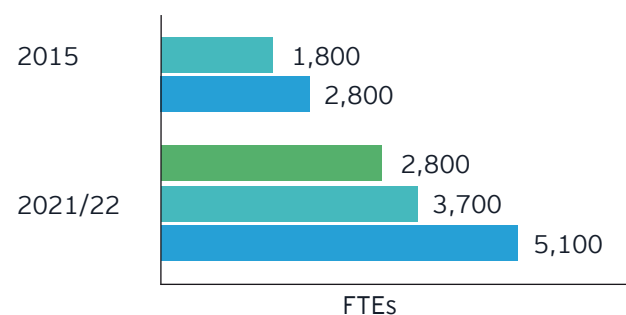
- ▶ Increased taxation paid by Tottenham Hotspur.
- ▶ Increased taxation paid by local businesses, due to a greater number of visitors to the tri-borough area and Greater London.
- ▶ Increased taxation paid throughout Tottenham Hotspur's supply chain.

Figures 10-11: Tottenham Hotspur's economic impact over time⁴⁶

GVA

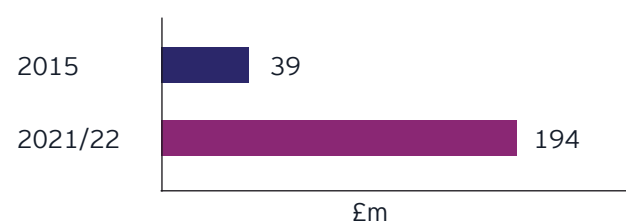


Employment



Legend: Haringey (Green), Tri-borough area (Teal), London (Blue)

Figure 12: Tottenham Hotspur's tax contribution over time⁴⁷



⁴⁵ A nominal tax contribution consistent with the aggregate level of activity in the tri-borough area has been calculated. This entails using UK national accounts to estimate tax-to-GVA ratios for each tax, and applying these to Tottenham Hotspur's direct tax contributions to estimate indirect and induced tax generated by the Club's operations. The indirect and induced estimates are then added to the direct tax figure to arrive at a total tax contribution.

⁴⁶ 2015 GVA figures are presented in constant 2022 prices. The 2015 nominal terms GVA contribution was estimated to be £123m, in the tri-borough area and £163m across London.

⁴⁷ The 2015 tax figure is presented in constant 2022 prices. The 2015 nominal terms figure was estimated to be £32m.

4

Social contribution

4.1 To Care Is To Do

4.1.1 As a Premier League football Club with a global fanbase of millions, Tottenham Hotspur has the ability to use its unique platform to inspire and drive positive social change, advocate and raise awareness for good causes, instil a sense of pride and belonging amongst its fans, and contribute to prosperity and wellbeing to those living within the local community.

4.1.2 The Club recognises this responsibility and has a wide-ranging Corporate Social Responsibility programme at its core, focusing around the following areas:

- ▶ The Stadium-led regeneration of Tottenham
- ▶ Diversity & Inclusion
- ▶ The work of the Club's charitable Foundation
- ▶ Support for charities and good causes
- ▶ Environmental sustainability



4.2 Foundation programmes

4.2.1 Established in 2007, the Tottenham Hotspur Foundation is committed to creating life-changing opportunities for people across North London.

4.2.2 The Tottenham Hotspur Foundation has a long established and valued partnership with its local communities where there are significant socio-economic challenges. The Foundation delivers a range of creative, innovative and engaging programmes for people across the Club's local communities, strategically linked with national and local government agendas across two key areas: Youth, Employment and Skills, and Football, Sports, Health and Wellbeing. Examples of existing programmes include:



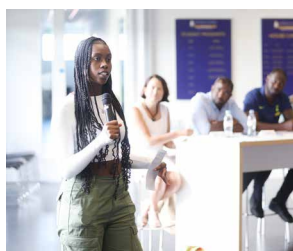
National Citizenship Service

Tottenham Hotspur Foundation is the delivery partner in Haringey, Enfield and Barnet for a two-week programme that aims to engage, unite and empower young people, building confidence and life skills to drive achievement, regardless of background, involving a residential trip followed by social impact project planning.

“

I can whole heartedly say NCS is the best programme I've ever participated in, in my whole entire life. I completed NCS with the Tottenham Hotspur Foundation from the 1st of August to the 12th of August. Our wave leaders were incredibly nice, they came with great vibes and energy, but were also empathetic. I was feeling poorly on the first night of the residential, and immediately the next day Tayo and Jadon did what they could to help me out and I was back to feeling 100% in no time. The people that I met on this wave were amazing and I am definitely not going to forget any of them. I am grateful to the Tottenham Hotspur Foundation for hosting the NCS programme that I attended and I know my life will be better because of it. Thank you!

Crystall, National Citizenship Service participant



Jobs Fairs

Hosted at Tottenham Hotspur Stadium, employers from a wide range of sectors are invited to exhibit job and apprenticeship opportunities to local people. The stadium held two Jobs Fairs in 2021/22, attended by over 3,500 people.

“

I was at the lowest point I could possibly be at — I thought my life was over and that nobody was going to employ someone with a criminal record. Approaching the end of my sentence, I saw that Tottenham Hotspur were recruiting in the prison I was at. I secured day-release to come to an interview and was put on a 2-week Customer Service course — from there, it's just been amazing. I've achieved so much and I'm now a Supervisor — I absolutely love it. If it wasn't for Tottenham Hotspur, I'd probably be back in jail.

Samantha, employed in the stadium on matchdays following a Tottenham Hotspur Foundation Jobs Fair



Street Soccer Academy

Street Soccer Academy is a personal development (Mindset coaching) and soft skills improvement programme delivered over ten consecutive weeks (one session per week), typically for 17-25-year-olds who are currently experiencing homelessness. They may include previous young offenders, long term unemployed and young people Not in Education, Employment or Training (NEET).

The programme aims to improve the mindset of participants, help to identify employability areas of both capability and interest, and develop key essential soft skills so individuals taking part will be ready and able to move into work, education or further training after successfully completing the programme. The emphasis is on fun, inclusion and wellbeing with the overarching aim to help make a difference to communities and the lives of disadvantaged young people.

Stats and Outcomes (2021-22)

- ▶ Two academy groups supported
- ▶ Total supported young participants: 24
- ▶ Total hours of support and education delivered: 80
- ▶ 92% of participants felt more positive and hopeful about their immediate future after successfully completing the Street Soccer Academy programme
- ▶ 83% of participants said they were more motivated to make a change in their life for the better as a result of successfully completing the Street Soccer Academy programme

- ▶ 100% of participants confirmed that by completing the Street Soccer Academy programme it had helped to improve their physical and mental health

Jonathan's story has been a prime example of what the programme fully represents from start to finish. He joined Street Soccer during the summer programme of 2021, initially seeming disinterested and quiet having previously been released from a football Club Academy. His interest in football was his main motivation in joining the programme. Jonathan's progression throughout his time with Street Soccer has been transformational, from being reserved and withdrawn to showing great leadership and even assisting with delivering football sessions. This year, Jonathan was offered a Traineeship with the Tottenham Hotspur Foundation, learning the different roles across all departments in the Foundation as well as continuing with the Street Soccer Academy Programme as a coach.



Jonathan, Tottenham Hotspur Foundation Trainee and Street Soccer Academy Programme coach

“

[Being released from a football club] destroyed me — I didn't know how to feel good. I fell out with my Nan, who I was living with, and ended up homeless. Imagine waking up every day thinking 'where am I going to sleep tonight?' — no-one should live like that. After spending a year on the Street Soccer programme, I've completely changed — I'm talkative and bubbly again. I realised I needed those life skills that it teaches to get myself back on my feet. I don't know where I'd be without it because I was crushed. Now I'm back to dreaming of becoming a professional footballer, or at least getting into coaching.

Jonathan Mady, Street Soccer participant

Premier League Kicks

Through the Premier League Kicks programme, Tottenham Hotspur Foundation works with young people at risk of becoming victims or perpetrators of serious youth violence, empowering participants through the delivery of bespoke workshops and activities based on individual needs. The programme inspires children and young people to achieve their potential and improve their wellbeing; working together to build stronger, safer and more inclusive communities.

“

I have been a part of this programme since the age of 14 and it has helped me become the person I am today. I have loved the journey from a Kicks participant, all the way through to now being a coach and I look forward to running more sessions with many more incredible young people.

Jadon Anderson, came through the Kicks programme and is now employed as a Global Football Development coach



NHS Health Checks

Based at community venues such as sports centres and libraries, delivered by our 'Spurs Nurse' with the aim of using the appeal of football to target men aged 45+ who are reluctant to visit a GP.

“

If it wasn't for the Spurs Nurse getting me to stop smoking, I'd have lost my leg.

Peter, a beneficiary of NHS Community Health Checks

To Care Is To Do

Flagship programme supporting children growing up in care, young adults leaving the care system and those who have left it, through mentoring, work experience and extra-curricular activities such as days out and cookery classes.

This programme is needed as children in care are statistically less likely than their peers to achieve top grades throughout all years of school. Research shows that 40 per cent of care leavers aged 19 to 21 are not in education, employment or training (NEET), compared to 13 per cent for this age group overall.

In 2021, the number of children looked after (CLA) by local authorities in England rose to 80,850, up 1% on the previous year and continuing the rise seen in recent years. Approximately 400 of these children reside in the local borough of Haringey.

To Care Is To Do delivers a range of personal development and enrichment activities including money management courses, social events and days out, cultural visits and counselling. In 2021/22, this programme achieved:

- ▶ 135 nominations for the Haringey Academic Achievement Awards (based on learning achievements and community engagement)
- ▶ 20 referrals for 1-2-1 mentoring based on a 12 week model of confidence building, public speaking, career development and transition into college/school.
- ▶ 83 individuals engaged in group sessions
- ▶ 63 1-2-1 and group sessions delivered

“

Going into care was tough but Spurs supported me along my journey. I'm now in the Sixth Form and hoping to go to University.

Wisdom, To Care Is To Do participant



Tottenham Hotspur Foundation has delivered To Care Is To Do for more than 15 years as it aims to help reduce the gap in educational achievement between children in care and their peers.

Shape Up With Spurs

A free health and activity programme delivered at community centres within Haringey and Enfield to promote health and wellbeing amongst local residents. Sessions include boxercise, yoga, pilates and cardio classes.

“ I never miss a session. The first time I came here, I was very nervous as I hadn’t done anything for myself for such a long time, but the group was so welcoming. I left feeling so good that I just wanted more. We’re all of different abilities and you don’t worry about coming here — it’s all inclusive. If I had to pay for these sessions, I wouldn’t be able to afford it — it’s fantastic and long may they continue.

Dawn, Shape Up With Spurs participant



4.2.3 The table below highlights additional Tottenham Hotspur Foundation programmes across its focus areas.

Programme	Overview
Premier League Primary Stars	Using appeal of football to inspire children to learn, be active and develop important life skills, Foundation coaches deliver educational sessions to help build students’ confidence in the classroom, using examples from football to improve communication.
Premier League Inspires	A 10-week educational programme aimed at inspiring and motivating young people aged 11-16 who are disengaged at school, using the theme of football and sport to improve their attitude, relationships, and behaviour.
Move 4 You	Supports those living with and beyond cancer to remain active during and after treatment through a 12-session programme delivered by a specialist rehabilitation instructor, tailored to individual needs.
Employment Drop-in sessions	Hosted every Thursday at Percy House to allow residents to meet with an employment advisor who can support with CVs and interview preparation.
Spurred 2 Coach	A 6-week project which offers individuals the opportunity to get into football coaching and gain an FA Level 1 Qualification.

4.3 The London Academy of Excellence Tottenham

4.3.1 As part of the development of Lilywhite House, adjacent to the stadium, the Club decided to create an elite educational facility to sit alongside its new Club offices.

4.3.2 LAET is a state-funded Sixth Form, sponsored by the Club and Highgate School – the principal academic sponsors – who together with support from other leading independent schools, deliver expert teaching.

4.3.3 It prioritises local students most likely to benefit from an academically-rigorous curriculum and those from disadvantaged socio-economic backgrounds, giving Tottenham's brightest students the best possible chance of accessing top universities.

4.3.4 This is in the context of the school being situated within one of the 2% most deprived wards in the country, with 63% of its student body coming from the lowest two social groups, – being described as living in “struggling estates” or “difficult circumstances” – using the ACORN tool for socio-economic analysis.



Key Achievements

1

LAET was named the **Sunday Times Sixth Form College** of the Year, 2020 by Parent Power, The Sunday Times School Guide

2

In 2022, LAET achieved an '**Outstanding**' Ofsted rating across all areas

3

A-Level results have continued to improve year-on-year, with 2023 seeing an incredible **37% of grades** either A* or A with 72% A*-B – both significantly above national averages

4

Nearly **three quarters of students have gone onto Russell Group Universities** compared to 1% of Tottenham school leavers the year before LAET opened, with 45 students winning places at the Universities of Oxford or Cambridge since the school opened in 2017 and others electing to undertake prestigious apprenticeships

5

The achievements put LAET within the **top 2%** of state Sixth Forms nationally



5

Future economic contribution

number of events at the stadium

5.1 Future economic impact

5.1.1 This section of the report assesses the economic impact that Tottenham Hotspur is anticipated to deliver for Haringey, the tri-borough area and across London over the next five seasons.

GVA

5.1.2 Tottenham Hotspur's GVA tri-borough contribution is forecast to grow to £585m by the 2026/27 season, an increase of 70% over five seasons (in nominal terms). The increase is primarily driven by:

- Increased in-stadium visitor expenditure
- Wages and salaries paid to an increased number of local non-playing staff
- Renewed sponsorship and commercial arrangements.

5.1.3 The Club's GVA impact in the London Borough of Haringey is anticipated to grow from £296m in 2021/22 to £549m in 2026/27. Across London, the GVA impact during this period is forecast to increase from £478m to £748m.

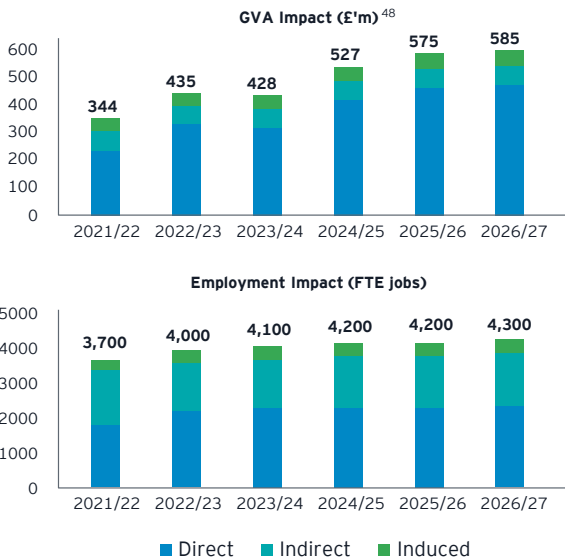
Employment

5.1.4 Tottenham Hotspur's tri-borough contribution in terms of employment is forecast to grow to nearly 4,300 FTEs by the 2026/27 season, an increase of 16% over five seasons. This increase is primarily comprised of an expansion of the Club's non-playing staff employment.

5.1.5 The number of jobs supported by Tottenham Hotspur in the London Borough of Haringey is forecast to grow from 2,800 in 2021/22 to 3,100 in 2026/27. Across London, the Club's employment may increase from 5,100 to 5,700 in the same period.

Figures 13-14: Tottenham Hotspur's forecast tri-borough economic impact over time

London Borough of Haringey	Tri-borough area	Greater London
£549m	£585m	£748m
GVA in 2026/27	GVA in 2026/27	GVA in 2026/27
3,100	4,300	5,700
jobs in 2026/27	jobs in 2026/27	jobs in 2026/27



48. The reduction in GVA in 2023/24 reflects reduced revenue growth as a result of not playing European football in that season.

5.2 Future development plans

5.2.1 In addition to the significant investment that has been made in developing the Tottenham area to date, Tottenham Hotspur plans to develop nearly 1,500 new homes, a 180-bed hotel, leisure and cultural facilities.

5.2.2 These developments will drive economic activity in the tri-borough area through several channels:

- ▶ An increase in the population, with new homes likely to attract residents from outside the tri-borough area, thereby helping increase demand for local business.

- ▶ Increased local tourism, as visitors to the area make use of the hotel. This would generate income for the hotel itself, as well as increasing footfall for local businesses.
- ▶ New leisure and cultural facilities would have a similar impact, generating income directly and attracting more visitors to the tri-borough area. Fresh guidance from the Department for Levelling Up, Housing and Communities values the amenity impact of placemaking as part of a wider urban regeneration scheme.

Planned future developments

Goods Yard

Providing up to 500 new homes, including affordable homes, delivered across seven buildings. It will also include new public green spaces for the community to enjoy.

The Depot

Providing up to 400 new homes, including affordable homes, across four new buildings. It will also include well-designed new green spaces and a public realm, including a brand-new park, and the sensitive restoration of the Grade II listed building at 867-869 High Road.

Printworks

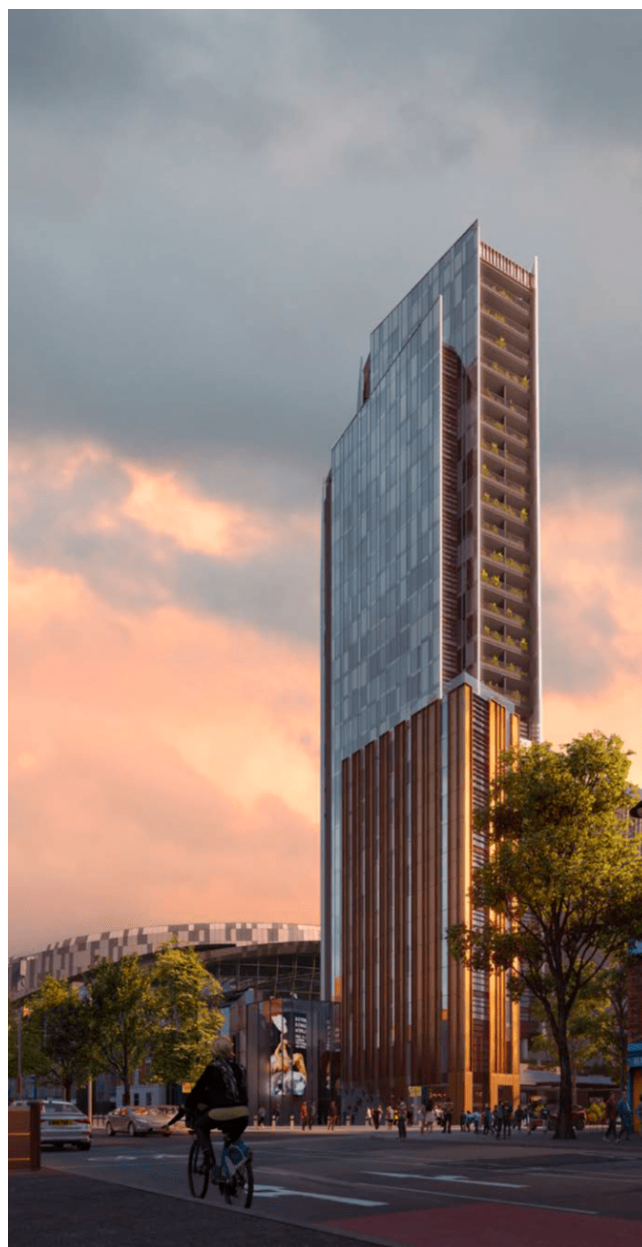
Providing a new purpose built high-quality student accommodation supported by commercial units and associated amenity spaces.

PAXTON17

The vision is for a vibrant commercial quarter where an infrastructure of restored and new buildings facilitates the development of a creative eco-system. PAXTON17 is already home to the Sarabande Foundation as well as F3 Architects, who were commissioned to design the internal spaces within Tottenham Hotspur Stadium. Future plans include the arrival of further arts and culture organisations building on Tottenham's reputation for producing some of the most prominent artists in the music industry today, fundamental to the London grime scene.

Hotel

The Club submitted a revised planning application in August 2023 for a circa. 180-room, 29-storey hotel, with 49 residential serviced apartments and 80 car park spaces.





Appendix

Study methodology

Economic impact

This report assesses the economic footprint of Tottenham Hotspur, based on the range of activities the Club undertakes. These activities include day-to-day commercial operations, matchday activities, hosting third-party events at Tottenham Hotspur Stadium,⁴⁹ and delivering community programmes. The impact of visitors attracted to the tri-borough area and their incremental spending is also captured in our analysis.

We have considered the economic impact of both 'onsite' and 'offsite' activity. Onsite activity comprises the expenditure of visitors across the Tottenham Hotspur Stadium campus, as well as the profits earned by the Club, whilst offsite activity relates to visitor expenditure outside the stadium with local businesses.⁵⁰ Across this activity, direct, indirect and induced impacts have been estimated. These impacts are described below.

Direct economic impacts

The direct impacts are based on information provided by Tottenham Hotspur and the NFL regarding operational costs, investment, tax liabilities, income, employment and event attendance. This information supports an assessment of the economic activity generated directly by Tottenham Hotspur. That is, the activity that results most immediately from Tottenham Hotspur's activities. This includes:

- ▶ Employment within Tottenham Hotspur, as measured by full time equivalents (FTEs).
- ▶ Gross Output of Tottenham Hotspur, measured based on revenue or turnover.
- ▶ GVA of Tottenham Hotspur, measured using the income approach (the sum of gross operating surplus, compensation of employees and net taxes on production).
- ▶ Tax revenue generated, including income tax and national insurance contributions.

Direct employment and GVA impacts are broken down by geography based on the primary location of the underpinning activity to provide impact estimates across the tri-borough area and London as a whole.

Indirect and induced impacts

The impact assessment includes not only the direct economic impact resulting from Tottenham Hotspur's activities, but also the economic activity stimulated through its supply chains (i.e., the indirect impacts) and additional activity supported by employment incomes and consumer spending (i.e., the induced impacts). This assessment is informed by a breakdown of Tottenham Hotspur's supply chain expenditure, which is categorised by major economic sector.

Indirect and induced impacts are estimated using EY's economic impact model, which estimates the GVA and employment 'effects' driven by direct sector spending. These effects show the further rounds of impact on the local or national economy for each £1 of supply chain expenditure.

The effects are driven by the structure of the local economy, including the extent to which the local economy relies upon imports from abroad and from elsewhere in the UK. This follows the input-output framework pioneered by Wassily Leontief and is based on national and local economic accounts.

Additionality

The economic footprint analysis presents a snapshot of Tottenham Hotspur's impact at a point in time. The analysis does not therefore seek to make adjustments or allowances for the additionality of impact, other than to attribute impacts to the geography within which they are expected to take place.

Future impacts

The future impact assessments in Section 5 of this report are calculated by applying EY's economic model to Tottenham Hotspur's forecast financials.

49. The direct impacts for visitor spending are based on: (1) event delivery (Stadium campus spend): for all events, revenue data provided by THFC; and (2) wider visitor expenditure, using third-party data. For concert impacts, EY analysed existing research on visitor spending from UK Music's flagship report, Music by Numbers 2020 and a third-party study for assessing the economic impact of concerts. For NFL and boxing impacts, EY analysed data from the ONS and VisitBritain on spending patterns of domestic and international tourists in the UK, to derive an estimated spending profile for visitors. EY verified and refined NFL inputs using data from the NFL. For operational event delivery, the costs incurred by THFC are included as part of the impacts.

50. EY analysed data from the ONS and VisitBritain on spending patterns of domestic and international tourists in the UK to derive an estimated spending profile for visitors.

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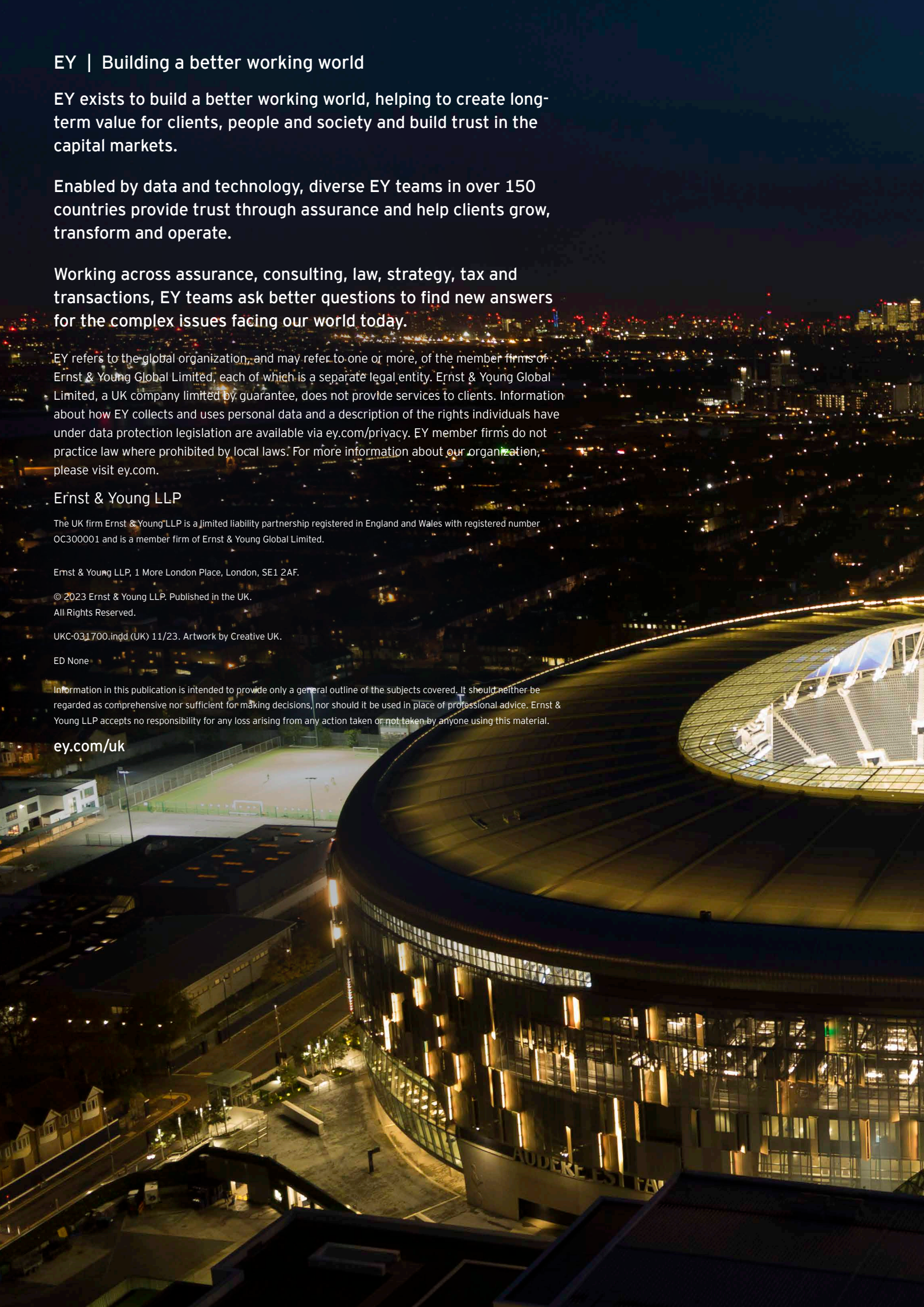
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APPENDIX 5: SUMMARY AND CONCLUSIONS (APRIL 2024 MONITORING REPORT)

9. Summary and Conclusions

9.1 Mode Split

A mode split for events has been derived from spectator surveys and, where possible, checked against event day count data. Spectator surveys undertaken in 2022/23 used a mix of interview surveys and online surveys. The best response rate was achieved through the online survey issued by THFC which was part of a wider matchday experience survey. It is recommended that this method is used for future surveys where possible.

The results of the 2019 surveys indicated that the club is performing well against the MED Travel Plan targets and that continues to be the case with the events monitored in 2022/23. Rail and underground usage remained higher than the target mode shares for all events except for the boxing for which the lower Rail and Underground mode share can likely be attributed to engineering works on the London Overground. The boxing event had a significantly higher organised coach mode share.

The level of bus usage at the concert was also higher than the Travel Plan targets when compared to the targets for the non-THFC event. The boxing event also had high bus usage. In both cases this was likely to have been influenced by the long arrival window for these events with many spectators being able to arrive by bus directly outside the stadium before the road closures are implemented. Shuttle bus usage at all events was less than the target mode share, which is possibly due to a mode shift to Rail and Underground services. The number of spectators walking all the way was similar or slightly above the target mode share.

The concert event appeared to generate a combined sustainable mode share of around 86% to 88%, which is just above the Travel Plan target for non-THFC events. The boxing and THFC events generated lower combined sustainable mode shares which were just below the level of the average of the Major Events surveyed in 2019.

The number of spectators travelling by car to the concert was lower than the non-THFC mode share target. The Car mode share for the boxing event was just above the target for THFC matches. Of the THFC matches surveyed, the Sheffield United match appeared to have generated a Car mode share just above the Travel Plan target. Data for the Manchester United match showed a higher Car mode share, however the survey undertaken at that event did not provide a full range of sustainable mode shares for participants to choose from.

However, the other data sources collected suggest that the spectator survey may over-estimate rail and Underground and shuttle bus usage and may be under-estimating car usage. The 2019 event data suggested that at a worst-case car usage may be 26% for THFC events. Due to the range of event types surveyed in 2022/23 and the low number of each event type it has been difficult to draw conclusions on the 2022/23 data.

9.2 Parking

Usage of official car parks for competitive THFC events was similar to 2019 levels for the one event surveyed (Manchester United). The boxing event, which had a comparable attendance to the Manchester United match, generated less vehicles parked in official car parks despite appearing to have a comparable Car mode share. This may suggest that more people parked on street or in official car parks for this event. While some unofficial car parks were observed to be in use on event days, the number of unofficial car parks appears to have reduced since 2019.

The Major Event Day CPZ has undergone change since 2019 with a new CPZ introduced west of the A10 Great Cambridge Road while the Bruce Grove West CPZ, which covered residential areas west of Mount Pleasant Road, has been removed.

9.3 Rail Station Use

When White Hart Lane station was in use for events it attracted the greatest share of spectators who used stations. Flows volumes to the four main stations – White Hart Lane, Seven Sisters, Northumberland Park and Tottenham Hale – appeared well balanced for THFC events.

Typically, for departures White Hart Lane station has been used by around 10,000 – 12,000 spectators and around 6,000 – 9,000 have used Seven Sisters. Usage at Northumberland Park has varied from 2,000 – 11,000 and at Tottenham Hale from 2,000 – 6,000.

9.7 Street Cleanliness

Litter on the primary routes in the vicinity of the stadium – High Road, White Hart Lane, Park Lane, Worcester Avenue and Northumberland Park – has been observed to be well managed. Bins are generally kept from overflowing through regular emptying and bagging of litter which is then left beside bins for collection. The most challenging area in this vicinity is the west side of High Road outside the fast food outlets. Litter left on the street is generally cleared within a short period after the start of an event.

The level of litter that was observed on Park Avenue Road at the 2019 monitored events due to the fast food outlets located at the station has significantly reduced as these outlets no longer operate in the post-event period.

Some bins have been observed to be damaged resulting in them being less effective in containing litter on event days.

The bins outside Sainsbury's on Northumberland Park are often observed to have overflowed. These bins also have a high level of use on non-event days.

A greater instance of litter is found south on High Road outside the vicinity of the stadium. Here, bagged litter and other waste items are usually observed left adjacent to bins outside the businesses on High Road.

A comparison of event day to non-event day street cleanliness conditions made for the Manchester United event generally shows no significant difference between the two.

The availability of public toilets was monitored at the 2022/23 events. Observations suggest that the incidence of urination in public places was significantly greater for the boxing event than for previous sports and music events that have been monitored. "Hotspots" at the boxing event were noted just off of High Road on Pelham Road, and immediately outside Seven Sisters station.

9.4 Cycle Use

The proportion of spectators using cycles to travel to and from the stadium is still very low at less than 1%. However, there are signs that there has been an increase since 2019 both from the spectator survey results and from our site observations. This may be due in part to the increased availability of publicly accessible bikes such as Lime.

9.5 Traffic Management and Crowd Stewarding

The 2019 Monitoring report reported an improvement in traffic management and crowd stewarding from the time of the test events to the last event surveyed in that programme. Our observations at the 2022/23 events evidenced a clear evolution since 2019 in terms of planning and effectiveness of these measures.

Post-event queuing at White Hart Lane station for the surveyed 2019 events was primarily along the south side of White Hart Lane and queuing capacity was restricted by the water gardens that had been installed. This method also restricted pedestrian movement to destinations west of the station to the northern side of White Hart Lane. The relocation of queues to Love Lane and Whitehall Street creates greater queuing capacity in an area that is much easier to manage. Queue lengths in this area sometimes extended as far back as the junction with High Road.

The stewards at Northumberland Park station are now appear well-versed in how to manage queues on Park Lane and the use of the queue storage on Park Avenue Road. Some challenges remain at this location:

- Pedestrians routing to the station via Northumberland Park can bypass the queuing system on Park Lane. This increases the challenge of managing the queue on Park Avenue Road so that it does not extend back onto Willoughby Lane. No stewards or queue management measures are in place on Northumberland Park to manage this.
- People in the barrier queuing system on Park Lane are able to bypass the queue by routing north up Anglia Close onto Northumberland Park from where they can approach the station unimpeded.
- Willoughby Lane and Shelbourne Road are heavily trafficked in the post-event period and delays are exacerbated by pedestrian flows to the station. While this is unavailable, it has led to aggressive driver behaviour that conflicts with pedestrian safety.

The length of the barrier queuing system installed at Seven Sisters station has been observed to be sufficient to accommodate peak queue lengths. The challenge at this station lies in the way some pedestrians bypass the barrier system either by routing south along the eastern side of High Road and crossing at the junction with Broad Lane from where they can join the queue directly at the station access, or by routing south on the western side outside of the barrier system. This behaviour leads to the increased frequency of queues blocking back from the station access into West Green Road.

At Tottenham Hale station, queues have been observed to extend north to Watermead Way. It may be possible to reduce the likelihood of this occurring by increasing the length of the barrier queuing system, which has been observed to be set up with fewer barrier lengths than has been recorded in the event LAMP.

The start time of the Guns N' Roses concert was delayed by just under two hours. In this time, queues significant in size and density built up at the stadium access points. Information relating to the delay was not forthcoming to spectators, who were instead receiving notices from social media platforms on which spread rumours of the reason for the delay. Queuing spectators were largely well behaved, although our survey team registered that people were becoming increasingly irritated and less inclined to undertake the survey. Improved communication during the incident may have improved the situation.

The implementation of the road closures appear well-drilled and includes effective maintenance of access for local residents during the appropriate times. The club is keen to investigate ways to remove road closures earlier where possible.

9.6 Post-Event Spectator Retention

Spectator retention was recorded via the survey issued to spectators after the Sheffield United match. The survey showed that just over a quarter (28%) of spectators left the area within 15 minutes and just under 20% of spectators remained in the area for at least 1 hour. Approximately 20% of spectators remained inside the stadium for food and/or drink after the match and just over 50% of spectators went straight home.



APPENDIX 6: NMFE Impacts comparison

Updated Concert v Non-Concert MED 'Impacts' Comparison

Final (16-08-23)

Concert MEDs	Date	Official Attendance	RC Start	RC End	Duration	Max External Noise Level (dB L _{Aeq} 15 min)*	Noise Complaints	Other Complaints**
Guns'n'Roses	01/07/2022	36,889	16:30hrs	23:30hrs	7.0hrs	64	0	8
Guns'n'Roses	02/07/2022	42,069	16:30hrs	23:30hrs	7.0hrs	65	0	
Lady Gaga	29/07/2022	42,069	17:00hrs	23:30hrs	6.5hrs	65	0	5
Lady Gaga	30/07/2022	38,291	17:00hrs	23:30hrs	6.5hrs	65	0	
Beyonce	29/05/2023	45,000	17:00hrs	23:30hrs	6.5hrs	69	2	5
Beyonce	30/05/2023		17:00hrs	23:30hrs	6.5hrs	69	3	1
Beyonce	01/06/2023		17:00hrs	23:30hrs	6.5hrs	68	2	1
Beyonce	03/06/2023		17:00hrs	23:30hrs	6.5hrs	69	1	0
Beyonce	04/06/2023		16:30hrs	23:00hrs	6.5hrs	68	0	0
Red Hot Chili Peppers	21/07/2023	41,189	16:30hrs	23:30hrs	7.0hrs	69	0	0
Wizkid	28/07/2023	34,267	17:00hrs	23:30hrs	6.5hrs	67	1	1
Average		39,968	-	-	6.6hrs	67.09	0.8	1.9
Non-Concert MEDs	Date	Official Attendance	RC Start	RC End	Duration	Max External Noise Level (dB L _{Aeq} 15 min)*	Noise Complaints	Other Complaints**
Saracens v Bristol Bears	23/03/2022	33,248	13:00hrs	18:00hrs	5.0hrs	-	-	0
Challenge Cup Final: Wigan Warriors v Huddersfield Giants	28/05/2022	51,628	13:00hrs	18:00hrs	5.0hrs	-	-	1
NFL: Minnesota Vikings v New Orleans Saints	02/10/2022	57,968	08:30hrs	19:00hrs	10.5hrs	-	-	10
NFL: NY Giants v Green Bay Packers	09/10/2022	59,262	08:30hrs	19:00hrs	10.5hrs	-	-	3
Rugby Union: Barbarians v All Blacks XV	13/11/2022	31,309	12:00hrs	16:45hrs	4.75hrs	-	-	0
Boxing: Tyson Fury v Derek Chisora	03/12/2022	53,440	18:00hrs	23:30hrs	5.5hrs	63.7	0	11
Average		47,809	-	-	6.9hrs	63.7	0	4.2

*Limit is 75 dB L_{Aeq} 15 min

**Received via (a) Event Day phoneline; (b) Community Relations email inbox; and (c) other, e.g. direct, via Cllrs etc.

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Illustrative schedule 30 MINE									
Sun				1				1	
Mon				2				2	
Tue			1	3				3	1
Wed			2	4				4	2
Thur			3	5	Concert MINE	3	Concert MINE	5	3
Fri			1	6	Concert MINE	4		6	4
Sat			2	7	Concert MINE	5	2	7	5
Sun			3	8	Concert MINE	6		8	6
Mon			4	9				9	7
Tue			5	10				10	8
Wed			6	11				11	9
Thur			7	12				12	10
Fri			8	13				13	11
Sat			9	14				14	12
Sun			10	15	Concert MINE	13	10	15	13
Mon			11	16	14	11		16	14
Tue			12	17	15	12		17	15
Wed			13	18	16	13		18	16
Thur			14	19	Concert MINE	17		19	17
Fri			15	20	Concert MINE	18	Concert MINE	20	18
Sat			16	21	Concert MINE	19	Concert MINE	21	19
Sun			17	22	18	Women's Super League fixture		22	20
Mon			18	23	20	Concert MINE	17	23	21
Tue			19	24	22	21		24	22
Wed			20	25	23	22		25	23
Thur			21	26	24	21		26	24
Fri			22	27	Concert MINE	25	22	27	25
Sat			23	28	26	23		28	26
Sun			24	29	27	24		29	27
Mon			25	30	28	25		30	28
Tue			26	31	29	26		31	29
Wed			27	32	30	27		32	30
Thur			28	33	31	28		33	31
Fri			29	34	32	29		34	32
Sat			30	35	33	30		35	33
Sun			31	36	34	31		36	34
Mon			32	37	35	32		37	35
Tue			33	38	36	33		38	36
Wed			34	39	37	34		39	37
Thur			35	40	38	35		40	38
Fri			36	41	39	36		41	39
Sat			37	42	40	37		42	40
Sun			38	43	41	38		43	41
Mon			39	44	42	39		44	42
Tue			40	45	43	40		45	43
Wed			41	46	44	41		46	44
Thur			42	47	45	42		47	45
Fri			43	48	46	43		48	46
Sat			44	49	47	44		49	47
Sun			45	50	48	45		50	48
Mon			46	51	49	46		51	49
Tue			47	52	50	47		52	50
Wed			48	53	51	48		53	51
Thur			49	54	52	49		54	52
Fri			50	55	53	50		55	53
Sat			51	56	54	51		56	54
Sun			52	57	55	52		57	55
Mon			53	58	56	53		58	56
Tue			54	59	57	54		59	57
Wed			55	60	58	55		60	58
Thur			56	61	59	56		61	59



APPENDIX 8: Event Record since March 2019

Year	Month	Day	Date	Event	Kick off / start time	High Road Closure	
2019	October	Sunday	6	Oakland Raiders @ Chicago Bears	18:00	08:00	20:45
		Sunday	13	Carolina Oanthers @ Tampa Bay Buccaneers	14:30	05:30	17:15
2021	September	Saturday	25	Anthony Joshua v Oleksankdr Usyk		17:00	23:30
	October	Sunday	10	New York Jets @ Atlanta Falcons	14:00	04:30	16:45
		Sunday	17	Miami Dolphins @ Jacksonville Jaguars	14:00	04:30	16:45
2022	March	Saturday	26	Saracens v Bristol Bears	15:00	13:00	17:40
	May	Saturday	28	RFL Wigan Warriors v Huddersfield Giants	15:00	13:00	17:45
		Friday	1	Guns N Roses	19:30	16:15	23:22
	July	Saturday	2	Guns N Roses	20:14	16:30	23:27
		Friday	29	Lady Gaga	20:30	17:00	23:45
		Saturday	30	Lady Gaga	20:24	17:00	23:35
	September	Sunday	2	Minnesota Vikings @ New Orleans Saints	14:30	12:30	17:15
	October	Sunday	9	New York Giants @ Green Bay Packers	14:30	12:30	17:15
	November	Sunday	13	Barbarians v All Blancks XV	14:00	12:00	16:45
		Saturday	3	Tyson Fury v Derek Chisora	20:30	18:00	23:08
2023	March	Saturday	25	Saracens v Harlequins	15:00	13:00	17:45
	May	Monday	29	Beyonce		17:00	23:30
		Tuesday	30	Beyonce		17:00	23:30
		Thursday	1	Beyonce		17:00	23:30
	June	Saturday	3	Beyonce		17:00	23:30
		Sunday	4	Beyonce		16:30	23:00
		Friday	21	Red Hot Chili Peppers		16:30	23:00
	July	Saturday	29	Wizkid		17:00	23:30
	September	Sunday	8	Jacksonville Jaguars @Buffalo Bills	14:30	08:30	20:20
	October	Sunday	15	Baltimore Ravens @ Tennessee Titans	14:30	08:30	20:25
2024	March	Saturday	23	Saracens v Harlequins	15:05	13:05	18:00
	May	Friday	24	EPCR Challenge Cup Final	20.00	18.00	23.00
		Saturday	25	EPCR Champions Cup Final	14.45	12.45	17.45
	June	Saturday	15	P!ink		17.00	23.30
		Sunday	16	P!ink		17:00	23.30

