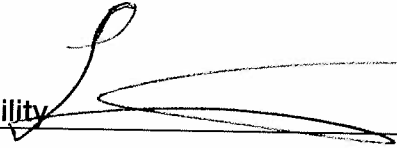


Haringey Council

Report for:	Cabinet	Item Number:	
Title:	Tottenham Regeneration Programme – Progress update, next steps and governance		
Report Authorised by:	Lyn Garner Director – Place and Sustainability 		
Lead Officer:	Anne Lippitt Project Director - Tottenham		
Ward(s) affected: White Hart Lane; Northumberland Park; Bruce Grove; Tottenham Hale; Tottenham Green; Seven Sisters; St Ann's; West Green		Report for Non Key Decisions:	

1. Describe the issue under consideration

This report updates Cabinet on the progress and key activities that have taken place since the riots on August 6th to rebuild and regenerate Tottenham and the emerging shape of the draft Regeneration Strategy. It also requests endorsement of the proposed governance arrangements to oversee the regeneration programme for Tottenham.

2. Cabinet Member introduction

2.1 Following the August riots, that started and had their greatest impact in Tottenham, the Council, its partners, local communities and businesses have been working together to restore confidence in Tottenham and to start developing plans and proposals for its regeneration and transformation. From the huge amount of donations and support offered at the Community Assistance Centre, local residents and traders coming together to clean up and reopen the High Road, to launching the successful I Love Tottenham campaign, the aftermath of the riots have demonstrated the determination of the local community to work together and to build a better Tottenham.

2.2 Our conversations and public consultation since the riots tells us that people want safe, secure and confident Communities; thriving businesses and more jobs; high quality housing; excellent public spaces and transport; and increased inward investment. These priorities are underpinning the development of our draft regeneration strategy for Tottenham. Local residents, businesses and stakeholders are also making it clear that developments on the High Road sites



Haringey Council

destroyed in the riots, as well as wider physical regeneration in Tottenham, needs to be of the highest quality and an improvement, rather than just a replacement, of what was there before. Through working together with local communities to shape Tottenham's future, I am convinced that Tottenham can become a thriving place where people choose to live, work and stay throughout their lifetimes.

3. Recommendations

3.1 That Cabinet note the progress made since the riots in restoring community and business confidence.

3.2 That Cabinet endorse the broad principles underpinning the development of a Regeneration Strategy for Tottenham.

3.3 That Cabinet endorse the governance framework (attached as Appendix 1) to oversee strategy development and delivery of the regeneration programme for Tottenham.

4. Other options considered

n/a

5. Background information

Impact of the riots – summary and recap

5.1 The riots had a major impact on local communities and businesses. Almost 50 families had their homes and possessions destroyed or were made homeless. For local businesses, as well as the cost of the damage and loss of trade, the loss of such high street staples as the Post Office, Job Centre Plus, Aldi and Fitness First dramatically affected footfall for the wide range of small, independent businesses, often existing at the margins, operating on the high road.

5.2 In summary:

- 45 homes were badly damaged and 29 households approached the Council for assistance
- Approximately 45% of the more than 350 businesses on High Road reported damage to their premises
- Over 95% of businesses reported some loss of trade as a result of the disturbances. Estimated daily loss ranged from £600 to £2,000 for independent traders.
- Around 25-30% of High Road businesses did not have any insurance cover and another 25-30% stated they had inadequate insurance cover.

5.3 The council's strategy and work programme for rebuilding Tottenham following the August riots has fallen into three main categories:

- **Short term activities** – maintaining community and business continuity in the immediate aftermath of the riots through reopening the High Road for business as soon as was possible, activities such as 'Clean up Tottenham' and providing financial support to businesses and traders



Haringey Council

- **Medium term projects** – focusing on bolstering consumer and investor confidence in Tottenham through projects such as *I Love Tottenham*, working with businesses to support their relocation and return and developing planning policies that support sustainable and thriving businesses and developments on the High Road.
- **Longer term regeneration strategy** – our draft vision is that *Tottenham will be a thriving place where people choose to live, work and stay throughout their lifetimes*. This draft vision is informed by feedback received during a wide ranging period of stakeholder and community engagement undertaken following the riots. We have now begun consulting with all of Tottenham's residents, businesses and stakeholders to get their views about how Tottenham's future should be shaped and delivered. These views will inform the development of a draft Regeneration Strategy for Tottenham that we anticipate will be ready for public consultation in March 2012. Delivering this vision for Tottenham requires sustained investment, dedicated resources and partnership support from key public and private stakeholders. As well as setting up a dedicated team to oversee and deliver all regeneration activity in Tottenham, we are currently negotiating a substantial package of investment from the Greater London Authority (GLA) that is expected to total over £20m to go alongside £9.4m of Council and partner resources committed to Tottenham.

5.4 More detailed information on progress so far and next steps is provided below.

Restoring community confidence– progress so far, key activities and projects

5.5 Tottenham Regeneration Team

5.5.1 A dedicated council team, the Tottenham Regeneration Team, working on the recovery and regeneration of Tottenham has been created under the leadership of Anne Lippitt, Project Director for Tottenham and has been in place since early September. The Tottenham Regeneration Team is made up of Haringey staff seconded from their substantive posts who are experienced in regeneration, planning, community engagement and working across organisational barriers and with external partners.

5.5.2 The team is working with colleagues across the Council, the GLA and wider stakeholders to ensure the delivery of all aspects of recovery and regeneration in Tottenham, including:

- consulting and involving the local community in developing a regeneration strategy for the area;
- supporting businesses to access funding and financial support following the riots;
- working with the GLA to identify investment and funding requirements to support the long term sustainable transformation of the area; and
- working with the landowners to ensure that their sites are reoccupied and reopened as soon as possible and that the schemes are of the highest quality and support the overall regeneration ambitions for the area
- developing appropriate planning policies to support sustainable businesses and uses on the High Road

5.6 Support for businesses

5.6.1 In the aftermath of the riots, the Tottenham Regeneration Team has been working with the Benefits and Local Taxation service and Corporate Finance to make sure that ongoing support has been available to any businesses affected by the riots. So far over 200 businesses have had



Haringey Council

one-to-one visits from council officers to offer practical advice and support. Almost £300,000 has been paid out to businesses from 206 successful applications to the High Street Support Scheme (funded by CLG) and the High Street Fund (funded by charitable donations and Sir William Castell). Businesses have also benefited from £910,000 of business rate relief and the Council has also been providing financial support to riot hit firms for relocation costs to ensure that they are up and running as soon as possible.

5.6.2 Key to maintaining and bolstering community and business confidence is the prompt relocation and return of those businesses which were severely damaged or destroyed in the riots, particularly as a number of these businesses were high street staples that drew in customers and footfall for the many independent businesses on the High Road. Further information on these key businesses and sites is provided below:

Carpet Right - we have been working closely with Carpet Right to ensure that this key symbol of Tottenham's recovery is back on the High Road as soon as possible. We have held pre-application discussion meetings with the landowners and they will be undertaking pre-application consultation with the Design Panel and the Conservation Area Advisory Committee in December with a view to a full planning application being submitted in February (and determined by Planning Committee in early Spring). Subject to planning permission, Carpet Right (and associated residential units above) would be open for business by the summer 2013.

Aldi – we have had a number of discussions with Aldi and we are working with them to ensure they return to the High Road with a high quality development as soon as possible. A Planning Brief for the Aldi site has been developed and public consultation on the brief is due to begin on the 12th December. The planning brief will provide planning and design advice and will ensure that an application for the site will bring maximum benefit to the local community and support our emerging regeneration strategy for Tottenham.

Post Office – we are working with the franchise holder and Post Office Counters with a view to relocating to 476 High Road (the old Youth Offending Service premises). Negotiations are in an advanced stage and we anticipate that the Post Office will be reopened before Christmas. In terms of the actual site (530-536 High Road) that was destroyed in the riots, we have begun discussions with the landowners over their intentions and we will be developing a planning brief for the site that we plan to begin consulting on in January 2012.

Job Centre Plus – a small base has been provided in CHaNEL but currently most of the clients need to travel to Walthamstow. We are working with JCP to identify temporary premises in Tottenham. They will, however, be back in their premises in March.

639 High Road (council building, also grade 2 listed) – we are currently developing options for this building which includes having incubation space for new and growing businesses.

2XL – this major local recruiter for the health, social care, IT and accounting industries has been successfully relocated to Tottenham Town Hall.

5.7 I Love Tottenham campaign

5.7.1 The 'I love Tottenham' campaign is playing a key role in restoring business and consumer confidence to Tottenham High Road in the aftermath of the riots, bolstering civic pride and supporting economic vitality. It is a partnership between the Council and local traders and includes marketing and promotional activities (including bags, banners, badges) as well as



Haringey Council

physical improvements to the High Road such as planting flowers, hanging baskets and trees and the painting of hoardings around damaged buildings.

5.7.2 Following the successful launch of the campaign on the 8th October, we have worked with the local traders to put on a programme of events in the run up to Christmas to ensure that local businesses have a successful Christmas trading period. These events have included the decoration of the High Road and Tottenham Green with Christmas trees and festive lights with a 'switch on' by local, chart-topping musical artist Chipmunk on the 25th November. This will be supported by local community choirs performing carol concerts in the run up to Christmas as well as a Christmas market on Tottenham Green on the 10th December.

5.7.3 Beyond Christmas, we will be planning a series of creative activities and events (e.g. film projects and screenings) that will draw in new visitors to the High Road. These will be planned in partnership with local traders so we ensure that the I Love Tottenham campaign continues to be an opportunity for us to come together and demonstrate unity and promote all that is great about Tottenham.

Developing a longer term regeneration strategy for Tottenham

5.8 The Council is committed to transforming Tottenham and bringing positive change for local people. Achieving this requires a major programme of regeneration and renewal and we are working with the GLA to develop an investment programme for Tottenham that can help kick start this.

5.9 Community and stakeholder engagement

5.9.1 We are committed to developing a Regeneration Strategy for Tottenham that is owned by the local community and reflects their priorities and aspirations. Appendix 2 sets out a consultation plan for the development of the Regeneration Strategy that details the principles underpinning our approach to engaging with local communities as well as who and how we will consult.

5.9.2 Following the riots, the Council began a process of engagement with stakeholders (community, business and public bodies) and their feedback has informed and shaped the key elements of our overall approach to regeneration in Tottenham. Appendix 2 provides a full list of organisations that have been engaged with since the riots – this includes residents, traders, community groups, investors, Ward Councillors and public partners.

5.9.3 The feedback received from stakeholders has informed the development of the draft vision and priorities for Tottenham outlined in section 5.10 below. We are currently undertaking a public engagement exercise on this draft framework for regeneration which runs from 2nd November 2011 – 6th January 2012. As well as sending a consultation questionnaire (attached as appendix 3) to every household in Tottenham and providing a survey on the website, we are undertaking public meetings and workshops in Tottenham and visiting schools and Council tenants to ensure that local people are able to have their say on how they want regeneration to happen in Tottenham.

5.9.4 Two very successful public consultation events were held on the 28th and 29th November at Tottenham Town Hall and the Northumberland Park Neighbourhood Resource Centre with over 100 local people attending and having their say about their priorities and aspirations for



Haringey Council

Tottenham. These events took the form of 'interactive workshops' where attendees could discuss their concerns, aspirations and how these priorities should be turned into reality.

5.9.5 Following the consultation period, we will use the feedback received to inform the development of a draft Regeneration Strategy for Tottenham. This will be a comprehensive strategy that will cover a full range of physical, social, economic and environmental outcomes and it will be underpinned by a comprehensive delivery plan.

5.10 Draft vision and priorities for Tottenham

5.10.1 Following initial community and stakeholder engagement, we have developed a draft vision that ***Tottenham will be a thriving place where people choose to live, work and stay throughout their lifetimes***

5.10.2 Delivering our vision for Tottenham's transformation will mean making sure we can achieve:

- **Safe, secure and confident communities** – we want to work with, and through, local communities to rebuild confidence and help you to feel safe
- **Thriving businesses, more jobs** – we want to invest in education, training and skills so that local people can get jobs and take advantage of new business opportunities
- **High quality housing** – we want to see high quality new homes, offer housing choice and support balanced communities who choose to make Tottenham their home
- **Excellent public space and transport** – we want to improve access to Tottenham, enhance public open spaces and revitalise areas of local character to boost civic pride and the local economy
- **Inward Investment** – we'll promote Tottenham's excellent assets, driving forward investment to bring new jobs, businesses and homes to the area

5.10.3 Our regeneration approach breaks Tottenham down into four distinct character areas: Northumberland Park, Tottenham Green, The Hale and The High Road.

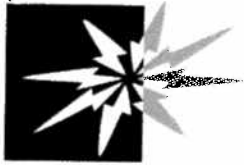
Northumberland Park

5.11 Overview and opportunities

5.11.1 Home to Tottenham Hotspur, Northumberland Park attracts thousands of visitors on match days and the area becomes an active and vibrant centre of economic activity. Situated at the northern end of the High Road, the area is a mix of independent commercial and residential uses as well as some large industrial estates that are home to a range of light manufacturing and retail businesses.

5.11.2 However, this area also suffers from large concentrations of deprivation. We recognise that improving the housing and upskilling local people is key to developing sustainable communities in this part of Tottenham.

5.11.3 There is an opportunity to use the new Tottenham Hotspur stadium development as a catalyst for major investment in physical and social infrastructure in the area along with new complementary businesses choosing to locate here. The council will also explore the opportunity to improve and enhance local housing estates and deliver a high quality neighbourhood. The council will explore using its own land assets to bring forward development, taking the



Haringey Council

opportunity to genuinely transform the local area and promoting further private sector investment in businesses and housing in Northumberland Park.

5.12 Initial priorities for the area include:

- To work with Spurs to deliver a new stadium in Northumberland Park
- To improve existing housing in the area and attract new high quality housing
- To reduce deprivation levels within Northumberland Park (one of the most deprived areas in England) and improve skills and education outcomes
- To diversify the local economy and create new job opportunities in the local area

Tottenham Green

5.13 Overview and opportunities

5.13.1 The Green is the largest public space on the High Road and is surrounded by significant leisure, cultural and educational institutions. Building on this strong tradition of arts, culture and entertainment we would like to enhance and promote this valuable asset, attract more visitors to the area and strengthen Tottenham Green in terms of its identity, offer and role within the local and sub-regional community.

5.13.2 We would like to improve connectivity between Tottenham Green and Seven Sisters and better utilise its excellent location just 8 minutes from King's Cross and 15 minutes from the West End. It offers scope for major mixed use development to be brought forward and take advantage of its proximity to Tottenham Green and Lee Valley Regional Park.

5.14 Initial priorities for the area include:

- To transform Tottenham Green into a destination that attracts visitors from across the borough and builds on its cultural, education and leisure attractions
- To deliver improvements to Wards Corner and create a key southern anchor for Tottenham
- To improve the High Road and surrounding areas to better connect Tottenham Green with Seven Sisters

The Hale

5.15 Overview and opportunities

5.15.1 Tottenham Hale has seen significant investment in recent years with major improvements to the bus and tube station, commitment to a £34 million scheme at the gyratory and completion of parts of the £400m Hale Village mixed-use development. The Hale has enviable public transport connections to central London and it is the first London station interchange for visitors and business people coming from Stansted Airport.

5.15.2 The Hale can support 4,000 new jobs, more homes and a new town centre. It offers a choice of shopping opportunities through a major retail park and is next to London's largest open space – the reservoirs and marshlands of Lee Valley Regional Park.

5.16 Initial priorities for the area include:

- To develop Tottenham Hale into a thriving town centre with excellent housing, employment space and community facilities



Haringey Council

- To improve access to Lee Valley Park and the River Lea and promote their use for recreation and healthy living
- To upgrade Tottenham Hale station in conjunction with improvements to the bus station
- To implement the new two way road scheme to replace the existing gyratory system

The High Road

5.17 Overview and opportunities

5.17.1 The High Road is an attractive destination home to a wide range of small, independent businesses. It has benefited from recent extensive transport (£2.5 million) and heritage (£3 million) improvements. The High Road is a historic route into London that has become a diverse and varied mixed-use high street that now plays a key role in linking a series of north London communities. It also acts as a strategic transport corridor, representing a vital part of the public transport infrastructure between the central activities zone and the M25.

5.17.2 There now exists a great opportunity, partly through necessity as a result of recent events, to redefine the High Road without sacrificing its character or its historical context. We would like to see investment in the area that creates an enhanced environment and encourages businesses to stay and new ones to relocate. This can be achieved through enhancements to shop frontages, improving the public realm and investment in transport as well as controlling retail uses through appropriate planning mechanisms. In addition, there is an opportunity to intensify development to take advantage of the High Road location and create a number of new homes.

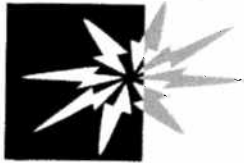
5.18 Initial priorities for the area include:

- To enhance confidence in the High Road as a shopping, business, housing, community, education and cultural / leisure area
- To preserve and enhance the most attractive buildings along the High Road
- To develop high quality housing to complement commercial premises, particularly on sites affected by the recent disturbances
- To improve the quality of the public realm on the High Road and improved public open space

5.19 Funding and resources

5.19.1 Achieving transformative change in Tottenham, in terms of social and economic outcomes for local people, requires a sustained programme of public and private sector investment in the area. It also requires the transformation of Tottenham's image amongst local communities, businesses and investors and this can only be achieved if a genuine partnership is forged between Haringey Council, the GLA, local communities and private investors.

5.19.2 To demonstrate commitment to Tottenham, co-ordinated investment from the public sector is required to bring forward development on key strategic sites, as well as in physical and social infrastructure. The Council and the GLA are currently negotiating a substantial package of investment for Tottenham. We have bid for a range of monies that will support new mixed use developments to come forward, transport and public realm improvements, community safety and worklessness programmes and resources for developing planning, investment and marketing strategies for the area. To encourage vibrancy and growth on Tottenham High Road, we have also made a bid to the Outer London Fund Round 2 that would support public realm and signage improvements, shop front enhancements, renovations and improvements to buildings along the High Road.



Haringey Council

5.20 Governance arrangements for the Tottenham Regeneration programme

5.20.1 Appendix 1 sets out governance arrangements and the framework for oversight and delivery of the regeneration programme for Tottenham.

5.20.2 The GLA have now confirmed that Sir Stuart Lipton has been selected by the Mayor of London to be his 'champion advisor' for Tottenham. As such he will be a member of the Tottenham Taskforce which will be the key body drawing together a range of national and local expertise to inform the development and delivery of the Regeneration Strategy for Tottenham.

5.20.3 Cabinet are asked to endorse the new governance proposals detailed in Appendix 1.

6. Comments of the Chief Finance Officer and financial implications

6.1 It is assumed that the cost of the grant payments made by the Council to businesses under the High Street Support scheme, the cost to the Council of business rate relief and the costs of the 'I Love Tottenham' launch will be fully reimbursed by CLG. However there remains a risk that the Council will not be reimbursed in full. CLG are currently processing a claim for £1.2m for the Council costs in the immediate aftermath of the riot and the success or otherwise of this claim will give us a better idea of the risk involved.

6.2 The full year revenue cost of running a large scale regeneration scheme is probably in the order of around £750,000 to £1,000,000 per annum, although this clearly depends on the scale of initiatives undertaken. This would comprise around £400,000 on core staff costs with the remainder on consultation and marketing and specialist support.

6.3 The part year costs in 2011-12 are expected to be covered by a combination of not back-filling posts of the staff seconded to the Tottenham Regeneration Team, holding vacant an Assistant Director post and an expected claim against the High Street support fund. However as the High Street Support funding is only available until early January 2012 and the other offsetting actions are not sustainable in the long-term a more permanent funding solution is required for 2012-13 and beyond.

6.4 The bid to the GLA for funding covers some of these costs but it should be noted that it is expected that the majority of funding received will be capital in nature and hence there will still be a gap for the Council to fund.

6.5 Support for employment initiatives and increased community safety work is not included in these figures and hence would increase the revenue cost if these initiatives proceed and are not funded by the GLA.

6.6 The Council is also looking at its own capital resources to support regeneration in Tottenham, however until the result of the GLA and Outer London Fund bids are known it is difficult to precisely identify the Capital need from the Council's own limited resources.



Haringey Council

7. Head of Legal Services and legal implications

7.1 Legal advice will need to be given throughout this regeneration programme including advice on statutory consultation requirements at later stages of the programme

8. Equalities and Community Cohesion Comments

8.1 All engagement and consultation activities will be as inclusive as possible. We will also be meeting with specific equalities groups as part of the development of the Regeneration Strategy. An Equalities Impact Assessment will also be developed as part of the draft Regeneration Strategy.

9. Head of Procurement Comments

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

10. Policy Implication

n/a

11. Use of Appendices

Appendix 1. Tottenham Regeneration Governance Report
Appendix 2. Tottenham Regeneration Consultation Plan
Appendix 3. Tottenham Regeneration Consultation Questionnaire

12. Local Government (Access to Information) Act 1985

n/a