



Report for:	Cabinet - 9 July 2013	Item Number:	
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Title:	Tottenham Delivery – An Update
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Ward(s) affected: All Tottenham Wards	Report for Key/Non Key Decisions: Non Key Decisions
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1. Describe the issue under consideration

- 1.1 This report provides Cabinet with an update on the Tottenham Regeneration Programme and delivery arrangements. It asks Cabinet to agree the Tottenham Regeneration Programme key strategic objectives, as well as note the progress in establishing the programme management approach and integrated programme, overall progress since 2012, improved communications approach and the update on the recent consultation regarding options for change at High Road West.

2. Cabinet Member Introduction

- 2.1 This report provides Cabinet with an update on the development of the Tottenham regeneration programme. It's important to reflect on the significant successes we have secured in the last year to build the foundations for the long-term regeneration of Tottenham – from £20m secured for Tottenham Hale tube station, £25m to enable more stopping train services on the West Anglia line to the recent £500m commitment from central government.



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2.2 We have moved this year from planning to beginning to put in place the machinery needed to deliver large and complex delivery. The Tottenham team has been reformed and expanded, and new governance arrangements need to be put in place. This paper gives an update on some of the work being undertaken to ensure that we have the arrangements in place to deliver regeneration at the quality and scale that will be required as we move into a number of significant projects which have the potential to make fundamental and lasting improvements to the area.

3. Recommendations

3.1 Cabinet are asked to:

- i. Note and Agree the Tottenham Regeneration Programme key strategic objectives to support the regeneration of Tottenham, set out in paragraph 5.2.6
- ii. Note the programme management approach and progress in establishing the integrated programme set out in paragraph 5.2
- iii. Note the improved approach to Communications in Tottenham, set out in paragraph 5.3
- iv. Note the overall progress since the last Cabinet report in February 2012, set out in Appendix 1
- v. Note the update on the recent consultation regarding options for change at High Road West, set out in Appendix 2

4. Alternative options considered

4.1 The alternative approach would not be to progress with an integrated regeneration programme for Tottenham. This, however, would not delivery the vision set out in `A Plan for Tottenham` nor the strategic aims and objectives of the regeneration programme for Tottenham.

5. Background information

5.1 Following the August 2011 riots, regeneration of Tottenham became a key priority of the Council and revenue was set aside to fund a small team to press ahead on a number of emerging objectives including:

- Initial response and assistance to local businesses and improving future relationships
- Extensively consult with local communities on what improvement was required in the area



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- Production of 'A Plan for Tottenham', setting out a vision for the area to attract inward investment
- Deliver key capital improvement projects funded through the Mayor's Regeneration Fund (Tottenham Green and Bruce Grove)
- Provide support to the Tottenham Taskforce

5.1.1 The Tottenham Regeneration Programme, having now delivered a number of the intended outputs has reached the point which is opportune to review and consider the next phase of the programme and this report sets out the intended next steps. The summary of progress since the last Cabinet report in February 2012 is set out in Appendix 1.

5.2. Programme Delivery Arrangements

5.2.1 The Tottenham Programme has been primarily focussed on the physical nature of the area following the capital investments made by Government, Mayor and the Council. However, it has long been recognised that real change in Tottenham must benefit local people first and foremost, bringing jobs, opportunities and improved living conditions.

5.2.2 'A Plan for Tottenham' recognises this and states in order to deliver change through to 2025, it will be essential to work with stakeholders to:

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

5.2.3 The next phase of the programme will bring forward projects and programmes for social and economic change, which will be co-ordinated with the physical regeneration programme. This will include projects to improve skills training and access to jobs, health and well being etc. This will secure the comprehensive and integrated physical, social and economic regeneration of Tottenham, to create the opportunity for a wider and deeper focus on Tottenham, the 'place', where people chose to live, work, play and stay and the 'destination', where people chose to visit.

5.2.4 The council has recognised that the Tottenham Regeneration Programme is a corporate programme, which requires whole council attention, working collaboratively together. This programme is a key change initiative and as such will be regularly reported to and progress monitored by the Director's Group.



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- 5.2.5 However, the Programme is, necessarily, wider than just council activities and their interventions, it also requires wider partnership input and investment, across the public, private and 3rd sectors, to ensure delivery of the change needed for Tottenham, with focussed attention on social and economic change.
- 5.2.6 Acknowledging the scale of this regeneration challenge and to co-ordinate this in an integrated way and provide momentum and pace, the council is establishing the programme and adopting a robust programme management framework, through the establishment of the Tottenham Programme Management Office, (TPMO), which was launched in June 2013. This will drive the delivery of the programme against the following key strategic objectives, which build upon the objectives set out in 'The Plan for Tottenham':
1. Creating jobs and providing skills and training
 2. Improve healthcare and community facilities
 3. Improve educational facilities and opportunities
 4. Improve housing conditions and housing choice
 5. Improve transport infrastructure
 6. Support local businesses and traders
 7. Encourage appropriate development –retail, offices and housing etc
 8. Reduce crime, fear of crime and improve community safety
 9. Stimulate diverse cultural offer –inc. leisure and entertainment
 10. Create a green and better environment inc street scene, cleansing, waste etc
- 5.2.7 Where there are other projects and programmes that address the strategic objectives of the Tottenham Regeneration Programme but have their own programming arrangements e.g. 'Haringey 54K', good communication and planning links will be established so that synergies can be recognised and exploited.
- 5.2.8 It is anticipated the council's emerging physical, social and economic integrated programme will be reported to Cabinet in September 2013, together with the proposed delivery structure.
- 5.2.9 This programme will then be shared with external key partners during the autumn, for comment and augmentation with their own projects and programmes and/ or establish effective planning links to secure programme synergies. The full programme can then be launched as soon as this work is completed.
- 5.2.10 To support the delivery of the Regeneration Tottenham Programme, the Tottenham Regeneration Team has been restructured. This will provide greater ownership and focus of the regeneration programme. The key features of this new structure are:
- Increased resources and capacity
 - Dedicated regeneration managers – these regeneration managers will also have programme strategic objective portfolios
 - Dedicated communications support
 - Dedicated programme support



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- Greater co-ordination of the enforcement work in Tottenham

5.2.11 In addition, secondments have also been secured from Homes for Haringey, working on community engagement, as well as an Assistant Director from CYPS, working on the integration of the social programmes into the wider regeneration programme.

5.3 Communications and Engagement

5.3.1 A key priority for the council is to ensure that local people in Tottenham play an active role in shaping the future regeneration of their area. A number of initiatives are already underway to help improve how the council communicates and engages with residents and businesses.

5.3.2 The council is also making full use of key communications channels to ensure that news and opportunities about Tottenham are being proactively promote, as follows:

- Haringey People: Regular feature stories and news coverage about Tottenham are included in each edition of the borough residents' magazine Haringey People Extra: At least one Tottenham story is included per edition of the council's fortnightly e-newsletter
- Proactive local media: All news stories are being proactively promoted and press releases issued, including joint press work where appropriate for example with TfL on the changes to the gyratory system
- Trade/specialist media: News stories are being proactively pitched to the trade press, where and when appropriate
- Internal communications: The council's internal communications channels including the staff newsletter, `In Haringey`, are being used to promote key milestones and news about Tottenham regeneration to council staff.

5.3.3 Over recent months, the council has undertaken intensive consultation on the options for change at High Road West. The summary of this consultation is set out at Appendix 2.

5.3.4 Major new communications and engagement activities to support the Tottenham Regeneration Programme over the coming months are outlined below:

- i. Launch of a dedicated Tottenham Newsletter

5.3.5 From June 2013 the council has started producing a regular newsletter which will be distributed to 43,000 homes across the Tottenham area and to local businesses. The aim of the newsletter will be to keep local people up-to-date about key regeneration projects and to highlight opportunities – for example news about new facilities available for local people at 639 High Road, or information about how to get involved in Tottenham Active sports and exercise activities.

- ii. Summer events festival programme



5.3.4 Over the summer the council is running an events programme for the local community including cultural and sports activities and events with local traders as part of Independent Traders Month. An events programme will be produced online and in printed format and distributed to homes and businesses in Tottenham. The events programme will also be used to highlight key achievements over the past year, to highlight forthcoming regeneration initiatives and to seek feedback from the community. The council wants to ensure that local people have the opportunity to feedback their views on progress to date and to get involved in plans for the future. The events programme will include feedback details and a freepost postcard for people to return comments or to get involved in the future.

iii. Public engagement events

5.3.5 It is anticipated the council will run a number of public engagement events in the Autumn at various venues across Tottenham. These events will be used to explain the emerging Tottenham Regeneration Programme and to seek the views of local residents and businesses. As part of these arrangements and the council is planning to train several 'community ambassadors' to co-facilitate with council officers and encourage participation at these engagement events.

It is further anticipated these events will also encourage and build commitment to on-going interest, engagement and involvement in the regeneration of Tottenham.

6. Comments of the Chief Finance Officer and financial implications

6.1 The existing revenue budget for the Tottenham Team (excluding overheads) is £786,300. Following completion of the Place and Sustainability Restructure this budget will increase to approximately £935,000. The actions outlined with Appendix 1 of this report have been delivered within the existing revenue budget combined with associated external grant funding received.

6.2 Initial consultation work has also been contained within the existing budget with an appropriate level of funding from the Housing Revenue Account.

6.3 Although the future activities outlined within this report will involve use of budgets and resources from both across the Council and with partner organisations, there is a risk that not all activity can be contained within the revised budget. Work is ongoing to identify costs for all work to be undertaken and where there is an additional cost impact of this work, it will be included within the September Cabinet report for agreement as appropriate.

7. Head of Legal Services and Legal implications



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7.1 There are no specific legal implications arising from this report. As the Delivery Plan for Tottenham is developed, officers will need to seek advice from legal Services on the individual projects concerned.

8. Equalities and Community Cohesion Comments

- 8.1. The Index of Multiple Deprivation scores show that areas in the east of the borough particularly the north east, in White Hart Lane and Northumberland Park have the highest levels of deprivation in the borough. These areas are home to predominantly Black and Ethnic Minority communities and characterised by among things, higher than average levels of unemployment.
- 8.2 The Tottenham Regeneration Programme and the delivery arrangements described in this report will contribute to the Council's performance on its public sector equality duty. They will do this by helping to address some of the inequalities that exist in Haringey through targeting actions at these most deprived areas in the borough. They will also help to create a positive image of the area and help create a thriving place where people chose to live, work and stay throughout their lives, thus enhancing community cohesion in the area.
- 8.3 All engagement and consultation activities in relation to the regeneration programme for Tottenham have been as inclusive as possible. The council has also met with specific equalities groups as part of the development of the Regeneration Strategy. A full Equalities Impact Assessment was completed in 2012 as part of developing the Plan for Tottenham which provides the overarching strategic blueprint for the programme.

9. Head of Procurement Comments

- 9.1 The Head of Procurement notes the recommendations in this report and that the Tottenham regeneration delivery team will liaise with the Central Procurement team regarding any future procurement.

10. Policy Implications

- 10.1 The Tottenham Regeneration programme aims to deliver better outcomes for residents across a range of policy areas e.g. employment, health, education, housing and transport. To help facilitate this the programme has been identified as one of four corporate programmes in the new Council Corporate Plan 2013-15. In addition the creation of the TPMO will help ensure that the Council's activities are fully integrated with the work of its partners across the public, private and third sectors.

11. Reasons for Decision

- 11.1 This is a timely opportunity for Cabinet to be updated on the development of the emerging integrated Tottenham Regeneration Programme, the programme



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management approach, overall progress since February 2012 and the consultation undertaken at High Road West on the options for change, as well as the improved approach to communications. Cabinet are also asked to note and agree the programme key strategic objectives to support and underpin the integration of the social, economic and physical regeneration programme for Tottenham.

12. Use of Appendices

There are 2 Appendices to this report, as follows:

- Appendix 1 – Progress since 2012
- Appendix 2 – Update on High Road West Consultation

13. Local Government (Access to Information) Act 1985