

# Tottenham Strategic Regeneration Framework

March 2014

## Introduction

This Strategic Regeneration Framework (SRF) sets out an exciting vision for the future for Tottenham. It outlines the key strategies that will be used to revitalise Tottenham and help its residents meet their own ambition.

The vision, strategies and actions within the SRF are driven by what the local community have told us - the ambition they have for their families, homes and neighbourhood.

Over a five month period beginning in October 2013, the local community took time to share and discuss their views through the *Tottenham's Future* consultation. Thousands of ideas and suggestions were made – online, at pop up events and through a series of meetings involving the local community.

What was clear was the high level of commitment and sense of aspiration from Tottenham's residents. A strong theme emerged: the local community want Tottenham to become the next great area of London. Their vision and this framework will shape our plans going forward.

## A future vision for Tottenham

**By the age of twenty, a child born in Tottenham today will have a quality of life and access to the same level of opportunity that is at least equal to the best in London.**

More than any other area, Tottenham encapsulates the inclusive and diverse spirit of London. Tottenham has rich history, a cohesive community, north London's best transport links, a successful Premier League club, huge talent and a growing network of new businesses taking root in the area. There is a great range of housing, 200 different languages spoken, outstanding schools and a strong community spirit. People don't just live in Tottenham, many say they belong.

But Tottenham can be better. We believe it can and should be the next great area of London. A destination in its own right and one that mixes great housing, business, industry and entertainment with a strong community close to the centre of the world's most exciting city. Changes that should not be at the cost of Tottenham's unique character and history, but improvements made to see it enhanced.

Of course such regeneration will take new buildings, further improved transport links, new business investment, easier access to the green spaces and waterways of the Lee Valley Regional Park and better maintained streets and public areas. These are things we know can be delivered because we have seen the evidence – Arup, the global experts in planning and regeneration, have told us the scale of the opportunity in Tottenham is at least as big as a new town or the Olympic Park. Between now and 2025 some 5,000 new jobs, 10, 000 new homes and a million square feet of new commercial space can be created.

But far more important than the buildings, parks, roads and train lines are the people, the people who do live and belong in Tottenham and the people who will come to do so. Our vision is to give them the best so they can make the most of their own opportunity and ambition.

If we're to succeed, a child born today in Tottenham will need good and affordable housing, safer streets, easier access to healthcare and support to build strong social and family networks. His or her parents will need rewarding work which can be reached easily. When the child reaches the right age he or she will need the best education the country can provide, from pre- school through to university-level, delivering both academic and vocational excellence to enable them to succeed in an increasingly competitive job market. This is the purpose of regeneration, to enable Tottenham's residents to fulfil their own ambition, able to compete in an increasingly globalised world and able to bring up their own family and take root in a Tottenham they love.

It is an exciting vision. Not one that requires action for when the child is twenty but one that requires action now they are born. It is a vision that has been informed by a consultation with thousands of local people and it is a vision that is already informing decisions and partnerships on the ground.

£1 billion public and private investment is already transforming Tottenham today. Partnerships have been made with globally renowned organisations including John McAslan+ Partners, Asos and Durham University to bring new jobs and opportunity to people living already in Tottenham. These will provide apprenticeships and research to create local jobs in strong industries and services. But much more needs to be done, requiring new action and investment. There will need to be focus and priorities need to be made, it is not without risk but together we have identified seven strategies for success to inform our programme as we go forward and the characteristics we would like Tottenham to be known for:

1. **World-class education and training:** Tottenham already has outstanding rated schools and the primary school teacher of the year teaches in the area, but we want all our provision to be the best up to the age of 18 and beyond. This must include improved access and higher participation rates in apprenticeships and university. **We will work with existing schools and providers to improve or maintain their already great provision and will also attract new schools and new providers – including a major educational institution, to ensure Tottenham residents can compete with the best.**
2. **Improved access to jobs and business opportunities:** Tottenham is part of the world's most exciting city and an existing and competitive global jobs market. We want better access to these opportunities but we also want more of those opportunities to be in Tottenham itself. **We will work to attract major investment and deliver local business growth in successful business sectors to provide new jobs in, and for, Tottenham.**
3. **A different kind of housing market:** Tottenham has a great mix of housing, it was the last great Victorian suburb, but it is part of a city where housing demand is outstripping supply and in some areas the housing quality is not what it should be. **We want Tottenham to be known for having a different London housing market and will work with local residents to begin an ambitious programme of estate renewal where necessary. We will secure investors to provide a whole range of housing at a range of prices and tenures to ensure more people get access to the quality homes they need.**
4. **A fully connected community with even better transport links:** It is already only 12 minutes from parts of Tottenham to the centre of London on the tube or train, but it can and should be better for all of it. Improvements are already being made and **we will work to improve the connections within Tottenham for all types of transport – including walking and cycling. In the longer term we will consistently make the case for the delivery of Crossrail 2 and further rail improvements to provide high frequency rail services connecting Tottenham with central and other parts of London.**

5. **A strong and healthy community:** Tottenham is a network of strong, cohesive and diverse neighbourhoods. Many people love living there and feel they belong, but an improved Tottenham will need improved health care provision, a continued joint effort to further reduce crime and support to foster strong and new social networks – particularly for young people. **We will work with Tottenham to build an even stronger community pride and provide better and more connected public, health, voluntary and youth services.**
6. **Great places:** Strong communities need great places to meet and spend time in. Tottenham has great character areas and gems like the Bruce Castle Museum, the Bernie Grant Arts Centre, Spurs and the Lee Valley Park on its doorstep. We need to retain but build on this character and **will use investment and bold planning measures to create great town centres, public spaces and streets - giving Tottenham places to meet, shop and play.**
7. **The right investment and high quality development:** Regenerating Tottenham can't be done alone – it will require partnerships and money. Tottenham is seeing the benefit at Tottenham Hale now, with a new development that has already seen more than 700 new homes and 1,200 student flats delivered. **We will work in the interests of the local community to attract further high quality investment to Tottenham ensuring it is of the highest quality and the best design.**

The scale of our ambition within these seven strategies is deliberately large. It is one which is backed by the Mayor of London, private sector investors and Government. But most importantly it is one that is based on the views and the feedback of our residents.

## **2. Strategies for Success**

These seven strategies set out how we will achieve the vision for Tottenham's future. They are shaped by what the community have told us needs to happen to realise real and positive change. In twenty years our aim is for Tottenham to have:

- 1. World-class education and training**
- 2. Improved access to jobs and business opportunities**
- 3. A different kind of housing market**
- 4. A fully connected community with even better transport links**
- 5. A strong and healthy community**
- 6. Great places**
- 7. The right investment and high quality development**

## 1. World-class education and training

**World class education and training for all ages will underpin regeneration in Tottenham – great schools and colleges will support great neighbourhoods and enable its residents to compete with the best.**

This will mean an outstanding education offer that surpasses both local and national standards. This will provide children, young people and those who want to re-engage with learning with greater confidence, increased ambition and all the ingredients to achieve their full potential and compete in a competitive job market. It is an ambition to deliver both academic and vocational excellence – one where Tottenham has proportionately a far higher number of people in apprenticeships and studying for degree level qualifications by 2025.

In order to close the gap between Tottenham and the best performing London boroughs, there will be much greater diversity of educational provision to offer innovation and a curriculum flexible enough to meet the aspirations of all students. Outstanding schools will transform the quality of both academic and vocational education and will mean that local parents are given a genuine choice in where to send their children. In short, Tottenham's schools will be so strong that it will mean families will want to stay in Tottenham throughout their lives.

Tottenham's residents will have the confidence and skills to compete for work within Haringey and take advantage of the diverse, and growing, range of job opportunities available within the London - Stansted – Cambridge region. We will help residents connect with meaningful training and apprenticeship programmes that are relevant to both these areas and the successful business sectors taking root in the region. We will also harness increased investment in Tottenham for the benefit of local people and will ensure there is support for local residents to access apprenticeships and training opportunities in the construction sector and its supply chain as new homes and businesses are built.

As well as an increased focus on IT skills in new education programmes, there will also be more links with higher education institutions (such as the Low Carbon Learning Labs partnership with the University of Durham) to raise students' aspirations, provide pathways to employment, further and higher education. We will work to secure the presence of a major educational institution that will provide exceptional academic, training, skills and vocational courses to attract students from across north London.

*Achieving the vision:*

- Ensure greater diversity of educational provision, offering innovation and top quality vocational and academic learning opportunities
- Work with local schools to deliver excellent provision through high quality leaders, first class teaching and a curriculum that reflects the needs and aspirations of all students
- Attract a major educational institution to Tottenham that will provide first rate training and skills opportunities
- Substantially improve early years provision for 0 – 5 year olds, including high quality childcare, to give children the best start in life and ensuring the foundations are in place for better health and educational achievements throughout their lives
- Create partnerships with successful businesses across the region to provide apprenticeship, work experience and vocational opportunities for local young people, increasing their ability to compete in a wider labour market
- Ensure those firms that win contracts to construct new buildings or other developments in Tottenham create training and job opportunities for Tottenham residents



## 2. Improved access to jobs and business opportunities

Tottenham is part of one of the world's great cities. Its London location and proximity to Stansted and Cambridge puts a huge number of exciting career opportunities within range. We will improve access to those jobs and deliver greater opportunity for, and in, Tottenham.

We will work to ensure the regeneration of Tottenham delivers economic growth and an increase in jobs. Improvements to the quality of housing, work and office space and a revitalised high street will attract larger businesses. This will provide greater opportunity for current residents and will also encourage new residents to choose to live here, providing a stronger consumer base for local businesses and institutions. It is this, and improvements to education and training, that will ensure new businesses can secure a skilled workforce.

We will be ambitious in nurturing business and jobs growth where Tottenham has existing strengths. This includes sectors such as fashion, knowledge and green technology where there are opportunities linked, for example, to the proposed Fashion Academy (supported by ASOS), the new Tottenham University Technical College that is specialising in sports science and medicine and the partnership with the University of Durham focused on energy research and carbon management.

We will ensure the provision of fast broadband and digital infrastructure to benefit both existing and new employers and will secure suitable new sites for future, major employers. We will work to raise the already strong presence of small and medium sized enterprises (SMEs) based in Tottenham that already deliver significant commercial activity. This will be through the delivery of new workspace /set down hubs, an improved retail and food offer and support for small creative sector organisations. There will be a strong focus on supporting local, niche businesses to successfully grow and create clusters of successful enterprises that become strongly linked with a 'Tottenham brand'.

### *Achieving the vision*

- Set the stage to attract major employment investment – both through a skilled, ‘employment ready’ workforce, promotion of a positive reputation for Tottenham and a range of strategic sites which are suitable for major employment investment
- Develop programmes and facilities to equip local job seekers – particularly young school-leavers – with the skills and confidence to find work and access job opportunities across London
- Develop a distinctive brand for Tottenham’s diverse local merchants, such as the existing ‘Made in Tottenham’ programme, emphasising the cultural strength and entrepreneurial spirit of the neighbourhood
- Deliver innovative partnership projects to support skills development and job creation such as the Fashion Academy with ASOS and N17 Design Studio with McAslan and Partners
- Attract ‘anchor’ retail and service sector businesses to key regeneration areas and major development schemes
- Support start ups and local business growth through training programmes, capital improvement grants and fiscal incentives
- Ensure modern digital connectivity infrastructure is provided to community facilities, educational institutions and to all major future development areas

### 3. A different type of housing market

Tottenham has a huge range of housing, but it is not immune to the issues caused by a shortage of homes in the capital and in some areas the quality must be improved. We want Tottenham to be known for a different type of London housing market – one where there is a mix of decent and secure housing for Tottenham’s current and future residents - whatever their stage of life.

Tottenham’s residential neighbourhoods will be well designed, mixed and balanced communities that provide high-quality housing options for residents at all stages in their lives. New residential development and major estate renewal will provide new and existing residents with higher quality, energy efficient homes in safe neighbourhoods that are well integrated into the local community. Social rented and affordable housing will meet high standards and will contribute to a high quality of life and an attractive physical presence. Existing neighbourhoods, distinct and full of character in their own right, will also benefit from investment and improvements.

Tottenham will be known as an area with a different type of London housing market - home ownership will be more affordable and achievable, both for existing Tottenham residents and new residents. New developments will offer the opportunity for a range of low cost home ownership products (including shared ownership), subsidised rent schemes for low income households and high quality, secure, private rented sector housing. The housing opportunities within Tottenham will be known across London, bringing in new residents and inward investment, which will stimulate the local economy and continue to add to the diversity for which Tottenham is known.

By working positively with developers, investors and local communities, we will secure the delivery of thousands of new homes across a range of tenures and for a variety of income levels. We will also utilise innovative financing and delivery vehicles for these schemes to support broader regeneration goals in Tottenham. This will include doing more to encourage the growth of high quality private rented sector housing in partnership with major housing investors.

*Achieving the vision:*

- Undertake estate renewal in the areas where it is needed most, starting in Northumberland Park
- Develop inspiring, well designed new residential neighbourhoods that create mixed and balanced communities and increased housing choice for people at all stages in their lives, and particularly for families
- Embrace the opportunities from the growth in high quality private rented sector housing and implement strategies for countering the negative effects of badly managed Houses in Multiple Occupation (HMOs)
- Leverage additional funding to generate housing renewal and new home ownership opportunities through the use of public assets and Tottenham's housing stock
- Deliver the High Road West regeneration scheme – creating a new residential neighbourhood, major leisure destination and hundreds of new jobs
- Encourage private sector-led development of new residential neighbourhoods through the planning process and development incentives

#### **4. A fully connected community with even better transport links**

Tottenham's superb transport links underpin its potential for investment, business growth and development. It already has great transport connections and is only minutes from the centre of London. King's Cross is 12 minutes away, Oxford Circus 16 minutes, City Airport 33 minutes and Stansted 35 minutes. But we want to ensure transport improvements are made locally to make travel within Tottenham easier. In the longer term we also want to secure London wide investment to create new and improved links between Tottenham and the rest of the capital.

Almost £200m has been secured to deliver major transport projects. These will create a new hub station at Tottenham Hale (tube, rail and bus), provide a four trains per hour between Tottenham and Stratford, connect Seven Sisters, Bruce Grove and White Hart Lane with Liverpool Street on the London Overground Network and deliver the electrification of the Gospel Oak – Barking London Overground line to bring improved services and capacity to South Tottenham.

Further investment in transport connectivity will improve the quality of life for all local residents and businesses and ensure that all Tottenham's neighbourhoods have great accessibility to jobs, destinations and leisure opportunities. We want Tottenham to become known as a far better place for cycling and will ensure investment in roads, parks and footways make it easier and more enjoyable to walk and connect Tottenham's distinct character areas with the rest of the borough.

In the longer term it is essential that Tottenham benefits from the once in a generation opportunity that Crossrail 2 will offer. Crossrail 2 will deliver a major shift in transport accessibility in north Tottenham with high frequency services connecting Northumberland Park, (as well as Tottenham Hale and Seven Sisters) with central London and other growing parts of the capital. Crossrail 2 will deliver major investment to help provide new jobs, improved public spaces and higher quality homes.

### *Achieving the vision*

- Secure the delivery of the Crossrail 2 regional route that will provide high frequency services from Northumberland Park, Tottenham Hale and Seven Sisters and unlock economic opportunity in these neighbourhoods
- Fulfil Tottenham Hale's potential as London's next great neighbourhood through new rail, tube and bus stations and increased rail services to Stratford
- Improve bus services to isolated residential neighbourhoods by improving existing routes, adding new routes or diverting routes from the busy High Road
- Invest in walking and cycling infrastructure throughout Tottenham for improved east-west linkages and easier access to the Lee Valley Park, the wider borough and the rest of London

## 5. A strong and healthy community

Tottenham has real pride and justifiably so. It is a hugely diverse but cohesive community and the Tottenham portrayed externally is often completely different to the Tottenham residents know. But it can be better and we will work to build an even stronger community pride to ensure Tottenham is – and is known for having - even more cohesive, safe and strong communities.

This ambition will be delivered through improvements to the built environment, local services and facilities. Existing streets and public spaces should be clean and well-lit, and the design of new buildings and developments should encourage safety and visibility at all times of day. We will work with communities as they continue to engage in crime prevention and will liaise with the police to maintain an improved and consistent police presence.

It is unacceptable that there is a nine year gap in life expectancy for those who live in Tottenham compared with the west of the borough. There will be better physical and mental health across the area, for residents of all ages and income levels, through improved primary care and public health provision. Investment in high quality, accessible primary care will ensure there are services that are convenient for people to use, when they need to use them. As well as improving the quality and accessibility of primary care services, this includes providing a wider range of preventative services to diverse local communities and promoting a culture where people genuinely feel they are in control of their own health and well-being.

Tottenham's residents will continue the strong tradition of activity and engagement in the local area, supported by improved access to facilities, enterprise hubs, and leisure, culture and recreation opportunities. This will be for the young and old and residents of all ages will have access to facilities and programmes that will nurture their talents and skills. There will be an increase in community facilities that provide a range of services for children and families. Young people will have access to top-quality recreational spaces and programmes. Opportunities will be developed to build relationships within and across cultures and generations through community projects and events. The community will be given the resources to manage space and programmes that reflect local priorities, build local capacity and increase independence.

*Achieving the vision:*

- Encourage resilient and independent communities who can play an active role in the regeneration of Tottenham by providing better access to information and devolving power and resources where possible
- Reduce inequalities in life expectancy and health outcomes by investing in public health initiatives, improved housing and better access to primary care services for all residents. In particular, secure better health and social care outcomes at the family level through embedding a 'family first' approach across all services
- Improve the quality and accessibility of primary care services and promote the effective and innovative use of technology to make appointment systems and access to information and support easier.
- Foster positive youth activity in the community by working with schools and youth organisations and providing high quality facilities and programmes that build confidence, skills and employability
- Rebuild and improve public confidence in policing by increasing police presence and engagement with the local community
- Implement diversion and prevention programmes to enhance offender management services to reduce re-offending rates and lower crime levels



## 6. Great places

Great neighbourhoods need great places to meet, shop and have fun in. Tottenham already has some great assets – the football club, Bruce Castle Museum and the Lee Valley Park. We will get the basics right – with clean streets and well lit parks – and will ensure the regeneration of Tottenham makes the most of these assets to create vibrant public spaces for residents to meet and spend time in.

We want Tottenham to be a great place to live, work, study and visit. The key challenge will be to attract investment and developments to create great new public spaces and town centres. Part of this will be delivered through an unrelenting focus on getting the basics right – clean streets, safe roads, well-lit parks, tidy shop fronts and well maintained homes and gardens. We will take a strong enforcement approach to tackle these issues wherever it is required and will work to continuously improve council services.

A regenerated Tottenham will benefit from a strong network of town centres and destinations (focused on its existing character areas) that will foster longer visits, facilitate a richer community experience for existing residents and encourage new residents to settle in the area. We build on its strengths and where there are gaps or areas to be improved we will work to meet them.

The profile of the Lee Valley Park (London's largest open space) will be significantly raised and the valley setting will be used to attract new, residential and employment development to Tottenham, alongside new cafes, bars, and restaurants facing onto the valley, creating an inviting atmosphere for residents and visitors throughout the day.

*Achieving the vision:*

- Secure investment in Tottenham's key entry points (the stations, the High Road, the Lee Valley Park) to create 'gateways' with high quality public realm, well designed directional way-finding initiatives and consistent design themes
- Revitalise the High Road to become a great destination with a choice of shops, both independent and brand name stores, vibrant markets, and places to eat, drink and socialise
- Increase the awareness of 'hidden' heritage destinations such as All Hallows Church, Bruce Castle Museum and the Markfield Beam Engine
- Provide a fantastic recreational offer in the Lee Valley Park promoting health, activity and leisure opportunities for residents and visitors
- Deliver a substantial and generous 'green-link' alongside new pedestrian bridges that will connect and integrate the Lee Valley Park with Tottenham

## 7. The right investment and high quality development

Regenerating Tottenham will require new partnerships and resources. We will work in the interests of the local community to attract more investment to Tottenham and will ensure it is of the highest quality and the best design.

Tottenham is already seeing the benefit of new investment at places like Tottenham Hale where 700 new homes and 1200 new student flats have been delivered. 500 new additional homes are already planned and work on a new academy school is underway.

But this is just the beginning - and a new Tottenham will need new as well as existing partners. We will work to unlock publicly owned land, including along the Lee Valley to attract high density employment uses and at least one major institutional presence to drive and lead employment opportunities to the area. Through a more proactive approach to planning we will ensure the materials, infrastructure and planning of new development will be of the highest design quality and will support Haringey's role as a leading low carbon borough.

By doing this and through positive work with developers, investors and local communities, a range of high quality development schemes will be brought forward to deliver thousands of new homes and jobs. We will work to ensure this is to the benefit of Tottenham's residents and that those who make up the community share the rewards of new investment.

*Achieving the vision:*

- Aim high and harness the significant recent investments in transport, housing, regeneration and the Tottenham Hotspur FC Stadium redevelopment to demonstrate to investors and developers that Tottenham is London's next big growth opportunity
- Attract a major employer into Tottenham to help drive jobs and careers into the area
- Identify and prepare major development sites that can accommodate transformative employment, residential and mixed use development
- Ensure that major investment in Tottenham creates a range of benefits for local people – including homes, jobs, apprenticeships, skills development, mentoring opportunities and work placements
- Establish sustainable and quality development standards to ensure all major development and redevelopment activities support Haringey's commitment to carbon reduction and deliver buildings people can enjoy and admire

## Tottenham Tomorrow

The seven strategies have set out the priorities for achieving the vision and the aspirations for Tottenham. Looking forward, it is important to set out what we think Tottenham will be and feel like when these strategies have been delivered and what it may mean for Tottenham's different character areas.

*The vision for Tottenham's character areas:*

### Tottenham Hale

London's next great new neighbourhood, Tottenham Hale will be a destination where people can easily access the open spaces and waterways of the Lee Valley Park whilst enjoying a range of retail, leisure and business opportunities. The Hale will feel like a new town centre with an attractive network of streets and public spaces. Through transport improvements, master planning and targeted promotion, key sites will be made ready for major new investment.





### **Tottenham Green and Seven Sisters**

The gateway to Tottenham, the area is becoming known for high quality, well-connected public spaces providing a welcoming place to do business and socialise throughout the day and evening. Improvements to the streets and the public realm will enhance the atmosphere in existing character areas such as West Green Road and the civic heart of Tottenham at Tottenham Green. New pop up activities, street furniture and lighting will better activate the High Road between Seven Sisters and Tottenham Green, creating an inviting entrance into the neighbourhood.



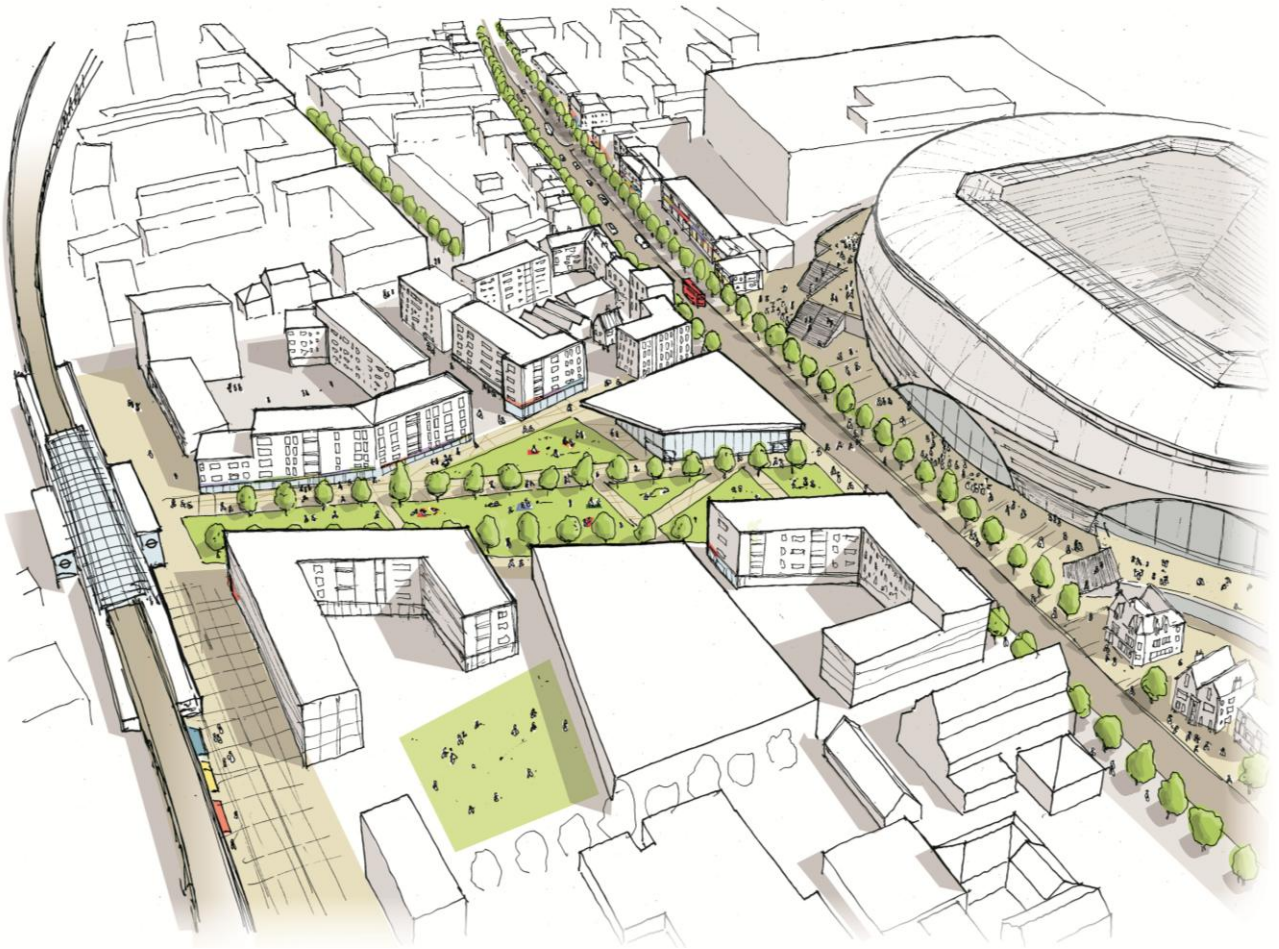
## Bruce Grove

A beautiful and historic high street at the heart of Tottenham's business and community life, the area will continue to attract new businesses, professional services and home owners to its fine Victorian streets and houses. A targeted retail management strategy will enhance the quality and image of existing businesses and encourage new cafes, restaurants and shops. Creative interventions at Bruce Grove station and Holcombe Market will establish retail and market landmarks in Tottenham's town centre.



## High Road West and Tottenham Hotspur

Home to Tottenham Hotspur FC and the High Road West regeneration area, this is an area that is undergoing exciting change. The ambitions are to create a new residential neighbourhood alongside a strong focus on place making, leisure opportunities and commercial developments.



## Northumberland Park

The ambitions for Northumberland Park are extremely high. The neighbourhood will be transformed into a mixed and sustainable community where people want to live, work and visit. It will retain its diverse north London character and have a strengthened community identity. The neighbourhood will be known for its mix of urban and landscape settings, with improved access to both a busy London high street and the abundant open spaces of the Lee Valley Park.





## Next steps and route map

The Tottenham Strategic Regeneration Framework has set out our vision for Tottenham over the next twenty years as the next great area of London and a place where the children born in Tottenham today will enjoy a quality of life and a range of opportunities that are equal to the best in London.

This vision and the strategies within the Strategic Regeneration Framework have been shaped by what local communities have told us in the *Tottenham's Future* consultation.

Following consideration by Cabinet, the Council will be developing Delivery Plans that will set out our priority programmes, projects and milestones to deliver the aspirations within the SRF. These Delivery Plans will also reflect the aspirations, issues and priorities that the local community have expressed during the *Tottenham's Future* consultation.

The route map for this programme of work is shown below.

