

Tottenham Strategic Regeneration Framework – Delivery Plan

Introduction

The Tottenham Strategic Regeneration Framework (SRF) approved by Haringey Council’s Cabinet on 18 March 2014 sets out seven **strategies for success** that will guide the Tottenham Regeneration Programme:

1. **World-class education and training** - including new schools, better access to apprenticeships and more Tottenham young people attending university;
2. **Improved access to jobs and business opportunities** attracting major investment and encouraging local business growth to boost employment;
3. **A different kind of housing market** - improving existing homes and building new, high-quality homes to meet demand at a range of prices and tenures;
4. **A fully connected community with even better transport links** – continuing to improve rail, Tube and bus links, including making the case for Crossrail 2, as well as opening up Tottenham to more walking and cycling routes;
5. **A strong and healthy community** – improved healthcare facilities, reduced crime and strong social networks for young people;
6. **Great places** – putting Tottenham’s character and heritage centre-stage while creating better public spaces to meet, shop and have fun;
7. **The right investment and quality development** – building partnerships and securing money to achieve these priorities with a focus on high quality design.

These strategies will support the delivery of the **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.

The SRF Delivery Plan will focus on the following **four priorities** in the short to medium term to deliver the aspirations within the SRF and those gathered from the local community as part of the ‘Tottenham’s Future’ engagement programme:

1. **People**: To deliver **improved access to jobs and business opportunities; world-class education and training; and a strong and healthy community**;
2. **Place**: **Better caring for the place and delivering improved public realm** in all of the local centres that comprise Tottenham;
3. **North Tottenham including High Road West**, a new stadium/leisure destination and a comprehensive estate regeneration and housing renewal programme; and

4. Tottenham Hale: a key area of opportunity in South Tottenham, building on the delivery of a new station and a range of mixed use development.

By 2025, there will be:

- Up to 10,000 new high quality homes
- Over 5,000 new jobs created or accessed with 1million sq ft of employment and commercial space added.

This Plan includes sections on:

- 1) Achievements to date
- 2) 'Tottenham's Future' engagement programme - how it shaped the Strategic Regeneration Framework
- 3) The activities to be delivered for each of the four priorities in the short- to medium-term
- 4) Programme funding
- 5) Programme risks
- 6) Governance
- 7) Communication, consultation and engagement
- 8) Monitoring including annual review.

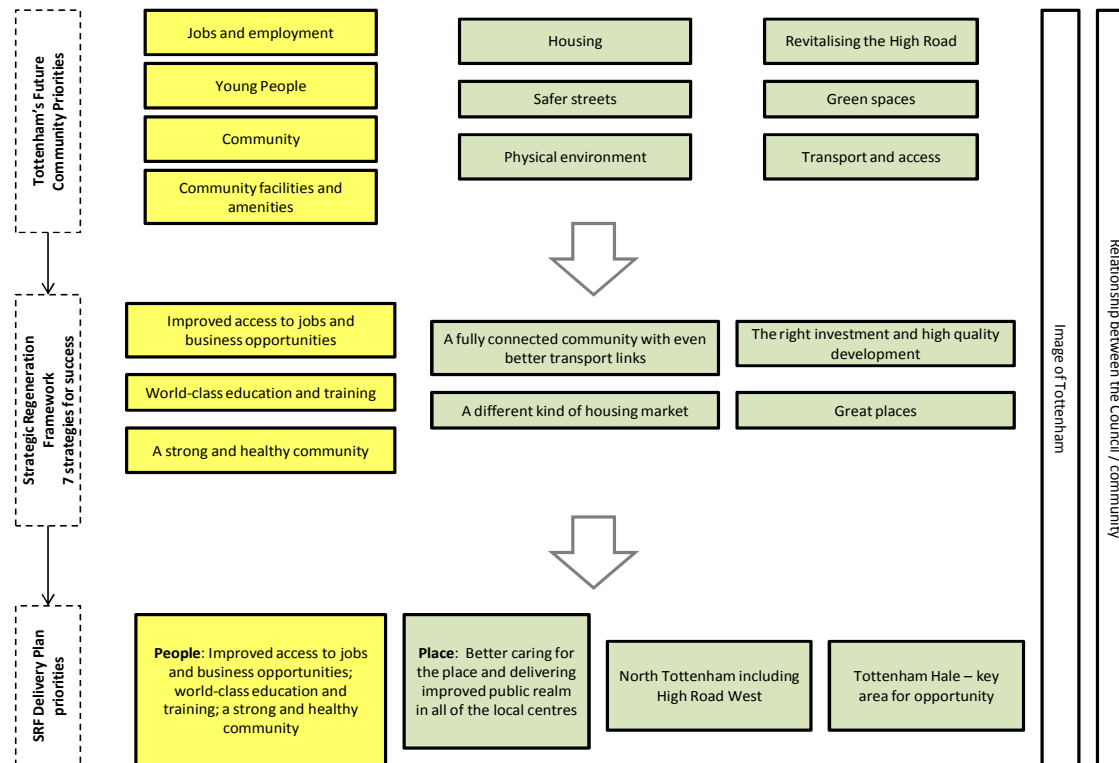
1) Achievements to date

February 2012	August 2012
£41m funding and investment approved for the regeneration of Tottenham (Council/GLA)	A Plan for Tottenham published
Tottenham Hotspur FC £430m stadium development given planning approval	Work starts to rebuild Carpetright building
HRH Prince of Wales and HRH Duchess of Cornwall visit Tottenham High Road	Adams & Sutherland appointed to design Growth on the High Road schemes
March 2012	Summer events held, part of programme for Tottenham 2012 & the Cultural Olympiad
Council/Homes for Haringey begin engaging with Love Lane estate residents about their priorities for improvement	'Cruyff Court' multi use games area opened in Ferry Lane
Launch of '12 in 2012' pledges for Tottenham	September 2012
April 2012	Construction works begin on Phase 1 of Tottenham Hotspur FC development
Job Centre Plus reopened	Project Tottenham community film festival (part of the cultural programme)
May 2012	Tottenham Medley Market takes place on Tottenham Green East
Carpetright planning permission approved by the Council	October 2012
Tottenham Town Centre Growth Manager appointed	'Invest Haringey' event held showcasing key sites and development opportunities
Tottenham Green Regeneration Stakeholder Group first meeting	Public consultation on Bruce Grove public realm projects begins
Arup commissioned to produce Tottenham Investment and Development Framework and High Road West master plan options	November 2012
Jobs for Haringey programme launched	Aldi reopens on the High Road
June 2012	TfL agree to invest £20m in new 'gateway station' at Tottenham Hale
Seven Sisters Regeneration Project (Wards Corner site) given planning permission	£34m Tottenham gyratory works start
Tottenham Green stakeholder & public workshops held to inform proposals for £1.5m investment in the Green, facilitated by the Prince's Foundation for Building Communities	Public consultation on Tottenham Green regeneration designs
Summer on the Green held as part of the London Festival of Architecture	December 2012
Council and Homes for Haringey support the relaunch of the Love Lane Residents Association	Tottenham Christmas events held – a winter market, music festival and switching on of the Christmas tree lights at Tottenham Green
July 2012	£10k 'Town Team' funding awarded
639b opened as community enterprise space by GLA	'It took another riot' Mayor of London's Independent Panel on Tottenham report published
First Bruce Grove Regeneration Stakeholder Group meeting – informing proposals for £850k of public realm and market improvements	January 2013
	Tottenham High Street Charter launched
	Planning permission approved for 285 new homes for Lawrence Road

February 2013	October 2013
£50m investment in new primary school and 222 homes given planning permission at Brook House	Agreement signed with John McAslan + Partners to transform an empty Tottenham shop into a design hub offering work placements and training to local people
THFC and Middlesex University announce University Technical College for north Tottenham	'Tottenham's Future' consultation launched, delivered by Soundings
Initial funding awarded by Heritage Lottery Fund for High Road restoration project in north Tottenham	November 2013
March 2013	Sainsbury's superstore on the High Road opens; partnership between the Council, Spurs, Sainsbury's and Job Centre Plus supported local residents in applying for the 216 roles, the vast majority filled by Tottenham residents
Planning Committee approval of proposal to demolish Chestnut Road building currently used by Opera House nightclub and replace with 64 apartments	Special Cabinet meeting approves draft Strategic Regeneration Framework for consultation and a housing investment and estate renewal strategy
April 2013	December 2013
Consultation begins on the High Road West masterplan options	Some of Tottenham's longest-serving independent businesses presented with plaques to honour their contribution to the high street
Bruce Grove 'Week of Action' delivered with the Council, Met police, London Fire Brigade, community groups and local traders including a week-long deep clean operation in Tottenham	First Tottenham Young Poet Laureate turns on Tottenham's Christmas lights at the Winter Market
May 2013	February 2014
639 High Road opens as a business and enterprise centre	Tottenham welcomes HRH Prince Charles on his fourth visit to Tottenham since 2011
'From Around Here exhibition & shop' opens at 639 High Road	Tottenham's Future consultation closes with over 3,700 responses
Revamped towpath opened on River Lee between Tottenham and Stonebridge Locks	March 2014
Consultation begins on the West Green Road Street Scene Improvements project	Cabinet approval of Strategic Regeneration Framework and Tottenham's Future consultation report published
Council awarded funding for Tottenham Active from Sport England's Community Sport Activation Fund to get residents playing sport and tackle health inequalities	Planning approval granted for TfL Tottenham Hale 'landmark' station upgrade
Mayor of London confirms £25m funding to deliver four trains per hour between Enfield, Northumberland Park and Tottenham Hale	Tottenham Physical Development Framework completed by Arup
June 2013	Tottenham focus of breakfast talk at New London Architecture
The Government announces a £500 million borrowing guarantee for the Tottenham regeneration programme to support the delivery of new high quality homes and jobs as well as better transport links, leisure facilities and business workspace.	Council's first attendance at MIPIM (international property investment fair)
Announced that TfL will manage the West Anglia train routes through Tottenham & £90m electrification of the London Overground line through South Tottenham Station	£50m Site Acquisitions Fund approved by the Council
Consultation begins on the Tottenham CPZ	West Green Road bridge art installation (funded by Arts Council and Council)
Launch of Tottenham News distributed to all residents and business in Tottenham wards	April 2014
Completion of £5m restoration programme at Lordship Rec	The College of Haringey, Enfield and North East London judged as good or outstanding across all areas, placing it amongst the highest-performing colleges in London
July 2013	Planning approval of the first major hotel in Haringey at Tottenham Hale
Cabinet approval of 10 strategic priorities for Tottenham	May 2014
	Work commences on West Green Road shop front improvements
	June 2014
	Launch of Tottenham Market on Tottenham Green
	Works at South Tottenham station commence including accessibility improvements

2) 'Tottenham's Future' - how it shaped the Strategic Regeneration Framework and this Delivery Plan

'Tottenham's Future' engagement programme shaped the Strategic Regeneration Framework and resulted in the development of the seven strategies for success, which in turn are incorporated into the four priorities which this Delivery Plan details:



3) The Four Delivery Plan Priorities

Priority 1: People					
Improved access to jobs and business opportunities; world-class education and training; and a strong and healthy community					
Project name	Description	Partners	Cost / funding	Outputs	Key milestones
1a. Community engagement - Prevention, Resilience and Early help					
Resident engagement in place-shaping Lead officer: Assistant Director, Social and economic regeneration – Tottenham (Jan Doust)	Provide opportunities for residents to give their views, tell their stories and design the neighbourhoods in the regeneration area, and shape the community and services offer	Residents Schools Voluntary and community sector Durham University Partnership	£230k consultation and engagement costs £40k youth engagement – (existing funding THFC/YS)	All High Road West and Northumberland Park residents engaged Plan in place for involving children and young people Residents Charters agreed and implemented for Love Lane and Northumberland Park Estates	May – September 2014: Engagement plans for residents implemented for High Road West and Northumberland Park September 2014: Establish engagement hub for residents of Love Lane estate Summer 2014: Launch of plan for children and young people’s engagement (including film) September 2014: Launch 3 year partnership ‘Building Trust in Communities through Digital Media’ (TBC) Autumn 2014: Tottenham schools hold ‘Let’s talk about Tottenham’ day
Re-shape service delivery in Northumberland Park ward Lead officer: Assistant Director, Social and economic	Project with residents in the Northumberland Park ward to re-shape the delivery of services in the area. - Including for example primary health care, education providers and community safety - To build community resilience and early help,	Residents Statutory bodies – Council, CCG, MPS, schools Voluntary, community, charity and private sector	£130k programme coordination, business analysis, tracking and monitoring £50k –resident-led interventions £50k ‘Well London’	Pilot approach and use lessons learned to inform service redesign Tracking and monitoring to measure impact on key social indicators	May-September 2014: Health Impact Assessment on Love Lane estate September 2014: Data collection and analysis and establishment of project scope, priorities and indicators with all partners September 2014: Confirm research and evaluation arrangements

<p>regeneration – Tottenham (Jan Doust)</p>	<p>better align services to local need and raise outcomes</p> <ul style="list-style-type: none"> - Designed with the local community working with the public, private and voluntary and community sectors - First phase will focus on the residents of the Love Lane estate - Following evaluation of the first phase, intended that the approach be used more widely in Tottenham and the rest of the borough. 	<p>partners</p> <p>Step Up To Serve</p> <p>Homes For Haringey</p> <p>Durham University Partnership</p>	<p>programme</p>	<p>Increase in resident-led social action</p> <p>Improvement from baseline on key social indicators</p>	<p>June-September 2014: Residents engagement – agree outcomes, indicators and accountabilities</p> <p>September 2014: Commence delivery of initiatives</p> <p>September-December 2015: Evaluation of first phase</p>
<p>Best start in life - supporting children from conception to age 4</p> <p>Lead Officer: TBA</p>	<p>To form new partnerships with families and community groups to ensure that children aged 0-4 have the best start in life</p> <p>Delivering initiatives to increase prevention, early intervention and economic independence</p>	<p>Parents/carers</p> <p>Voluntary, community and charity sector</p> <p>Prince’s Charities</p> <p>HAVCO</p> <p>Statutory services</p> <p>Haringey 54,000 programme</p> <p>Children’s Centres and early years providers</p>		<p>Initiatives and measures to be scoped in consultation with the Haringey Big Lottery Fund Partnership Board</p>	<p>June – September 2014: Develop alternative strategy with the Partnership Board following decision of Big Lottery Fund application</p> <p>July – December 2014: Contribute to Early Years Partnership review</p>

1b. Educational outcomes					
Project name	Description	Partners	Cost / funding	Outputs	Key milestones
Education and learning infrastructure Lead officers: Assistant Director, Social and economic regeneration – Tottenham (Jan Doust) Assistant Director, Schools and Learning Service (Jon Abbey)	Influence and design the education facilities so that there is sufficient, high-quality provision from age 0-25, making Tottenham a learning destination of choice	Greater London Authority (GLA) Department for Education / Education Funding Agency Headteachers and governors Academy and Free School providers Voluntary, community and charity sector	The expansion of existing provision is funded by the Council New provision is funded by Education Funding Agency- determined by DFE and may require the release of land and/or assets to support developments	All Tottenham schools judged as outstanding High quality vocational offer Increase participation in further education Attract best providers where new provision is required Wider use of school buildings to improve the offer to local residents Design of new facilities to establish a Tottenham standard for excellence in learning	Autumn 2014: Learning Conference with all partners to launch consultation on vision and strategy for learning for age 0-25 Autumn 2014: High Road West Masterplan Framework published for consultation includes education provision Late 2014: Area Action Plans and proposed Site allocations published for consultation April-May 2015: Planning report on new provision requirements that will deliver vision for education and learning in Tottenham
Ambition, aspiration and attainment Lead officers:	Design a learning offer that delivers the ambition for Tottenham through: - Engagement of parents/carers in their	Schools Headteacher reference group	The Council will seek to use existing budget allocations to deliver and negotiate with	Performance at Key Stage 2, 4, 5 Destinations post-16	June-September 2014: Agree subset of measures for schools in North Tottenham wards September 2014: Launch joint approach

Assistant Director, Social and economic regeneration – Tottenham (Jan Doust)	<ul style="list-style-type: none"> - children’s learning - Best leadership, teaching and governance - Education pathway provides clear link to further/higher education/employment 	Prince’s Charities	partners for appropriate contributions and maximise grant funding	Ensure progress and attainment measures of secondary schools in Tottenham are at least in line with the rest of the borough	with Network Learning Community early help forums
Assistant Director, Schools and Learning Service (Jon Abbey)	<ul style="list-style-type: none"> - Ambitious and innovative curriculum that extends all levels of ability - Access to mentoring, support and before and after school activities - Effective alternatives to exclusion - High quality vocational offer - Enhance the offer for science, technology, engineering and maths (STEM) and readiness for a digital economy (e.g. computer coding) - Improved and co-ordinated links with business and higher education - Children and young people engaged in peer support and social action - Development of high quality partnerships that lift our ambition and enable us to innovate 	Teach First Tottenham Hub	Voluntary, community and charity sector	Post 16 offer that provides high quality educational and vocational opportunities for the range of learners	Summer 2014: Launch TeachFirst Tottenham Hub and summer projects
		Business in the community	Durham University and others TBC	Improved attendance	July-September 2014: Develop partnership with Durham University and recruit schools to programmes and establish links with other high performing universities
		Youth United	Step Up To Serve	Reduced exclusion	September – December 2014: Commence pilot tracking arrangements to monitor and measure progress of priority groups
		Code Club, Brilliant Club	Google, MyKindaCrowd	Access to study support	September 2014-July 2015: Launch school-based programmes
		Business and employers	National Apprenticeship Service	Access to breakfast clubs	May - July 2016: Review initial impact of interventions and design second phase
		Mentoring		Numbers engaged in social action	
				Numbers engaged in mentoring	

		schemes		schemes	
1c. Create a safer community					
Project name	Description	Partners	Cost / funding	Outputs	Key milestones
Safer Communities Lead Officers: Head of Community Service (Hazel Simmonds, interim) Community Safety Strategic Manager (Claire Kowalska)	Prevent and reduce levels of crime and reoffending, increasing effective support for victims with a focus on gangs, ASB and domestic violence This will be done through further integration of key services; identifying and prioritising areas for measurable prevention; designing out crime and further co-ordination of joint enforcement and tasking with Police and others	Residents Council Services Schools Police Fire Service MOPAC Voluntary, community and charity sector Victim Support Community Rehabilitation Company (CRC) National Probation Service Registered Social Landlords	£1.6m MAC UK over 3 years (forensic mental health outreach to gangs in Bruce Grove ward) £803k per annum over 4 years to end March 2017 – MOPAC £40k stakeholder engagement (Safer Neighbourhood Board) £444k per annum core funding – Environment and Community Safety, Public Health and CYPS Targeted police resources in key locations	5% reduction in violence with injury Reduction in repeat domestic violence incidents (baselines to be developed) 5% reduction in ASB incidents 50% increase in number (over 4 years) of ASB victims and witnesses accessing support (10% increase for young people) 5% reduction in reoffending of Gang Exit cohort and 60% engagement in education, training and employment 5% reduction in residential	2014-15: Develop borough Gang Strategy in tandem with MOPAC and MPS 2014-15: Work with key communities and their agreed spokespeople to raise confidence 2014-15: Develop joint tasking approach to high crime locations September 2014: Launch MAC UK project September 2014: Launch Northumberland Park project including focus on community safety

				burglary	
1d. Improving health and well-being					
Project name	Description	Partners	Cost / funding	Outputs	Key milestones
Community infra-structure Lead: CCG Adult Social Care Public Health Adult Commissioning Assistant Director, Social and economic regeneration – Tottenham	To influence the design over the next 20 years to deliver best outcomes for residents through multi-disciplinary integrated health and social care teams organised around GP collaboratives that: <ul style="list-style-type: none"> - focus on prevention, information and advice; - early intervention activities; - coordinate neighbourhood connections that support self management within the community 	Council Services GP collaborative CCG NHS England Residents Voluntary Sector Multi-Disciplinary Neighbourhood Teams	Existing transformational projects funded through Better Care Fund Adult and CYPS commissioning activity	Area Action Plan includes health, social care and community requirements that enable preventative, early intervention activities that support better healthcare for residents Masterplans for Tottenham include options for integrated delivery in local settings e.g. libraries that promote self management and self-determination of needs by residents	September 2014: High Road West masterplan framework published for consultation Late 2014: Area Action Plan and Site Allocations DPD published for consultation October 2014-February 2015: Consultation on refreshed Haringey Health and Well-Being Strategy
Health care services Lead Officers: Public Health and CCG Assistant	Use the opportunities of the physical regeneration process to redesign and improve the quality of health services delivered in the community including physical facilities and GP practices that are failing.	GPs, CCG, NHS England Healthwatch Council Services Residents,	CCG and Council	Improved access to high quality primary care in Tottenham Reduced A&E admissions	June 2014: Task group for developing healthcare infrastructure established August 2014: Outline plan for healthcare provision September 2014: High Road West masterplan framework published for

<p>Director, Social and economic regeneration – Tottenham</p>	<p>This will involve redesigning the way primary care services are delivered around patients taking into account the rising levels of long term conditions</p>	<p>Patient User Groups GLA</p>		<p>Better management of long term conditions</p>	<p>consultation Late 2014: Area Action Plan and Site Allocations DPD published for consultation October 2014-February 2015-consultation on Health and Well-Being Strategy April 2015 – vision for healthcare in Haringey published for consultation</p>
<p>Increase healthy life expectancy by tackling the major causes of illness and premature death Lead Officer: Public Health and CCG</p>	<p>The major cause of premature deaths and long term conditions are cardiovascular disease, chronic obstructive pulmonary disease (COPD) and diabetes are the major ones. These are primarily caused by smoking, alcohol, obesity and physical inactivity. The three levels of intervention are: 1. Population level e.g. complying with smoking legislation 2. Community level e.g.: <ul style="list-style-type: none"> • smoke free homes for Haringey covering social housing in particular • Support better mental health and well-being with initiatives that nurture resilience, self- </p>	<p>Residents All council services, as appropriate Public Health Health partners Fusion Tottenham Active HAGA</p>	<p>Public Health Grant £50k Well London programme (TBC)</p>	<p>Focus will be on : a) Reducing: <ul style="list-style-type: none"> • Smoking • Alcohol misuse • Obesity • b) Increasing -Physical activity levels -Support for people at high risk of, or with long term conditions -Mental health and wellbeing Reduction in cardiovascular disease, particularly in</p>	<p>Delivery plans for the Health and Well-Being Strategy for Outcome 2 (increasing life expectancy) and 3 (improving mental health and well-being developed in line with Health & Well-Being strategy refresh – 2014/15</p>

	<p>help and peer support</p> <ul style="list-style-type: none"> Using the physical regeneration opportunities to improve housing and create an environment that supports healthy lifestyles and improved access to healthcare facilities <p>3. Service level e.g.:</p> <ul style="list-style-type: none"> smoking cessation services maximising the impact of universal services to encourage healthy lifestyles and improve health and well-being 			<p>male adults</p> <p>Better wellbeing and mental health</p> <p>Close the gap with the best in London</p>	
<p>Reducing childhood obesity</p> <p>Lead Officer: Public Health and CCG</p>	<p>Childhood obesity levels are rising and are particularly high in Tottenham. The levels double from Reception year to year 6 of school.</p> <p>A community wide approach is required to address this and impacts on pre-school, school environment, as well as the wider environment (including high streets and green spaces).</p>	<p>All council services, as appropriate</p> <p>Healthy schools programme</p> <p>Tottenham Active</p> <p>Sports England</p> <p>Henry programme for vulnerable families and peer support for</p>	<p>Magic Breakfast programme for schools (no cost)</p> <p>£152,400 - Tottenham Active – external grant funding</p> <p>Healthy Schools Programme</p>	<p>Reduced childhood obesity levels</p> <p>Healthier school meals</p> <p>Improved parental understanding of dietary and physical activity needs of children</p> <p>100% of primary schools to take part in the Child Measurement</p>	<p>Delivery plan developed in line with Health & Well-Being Strategy refresh – 2014/15</p>

		breastfeeding		Programme 50% of schools to receive Bronze Healthy School Award including all Tottenham secondary schools	
Reducing behavioural problems Lead Officer: Public Health and CCG	Behavioural problems among young people are an important cause of mental illness and physical violence and affect Tottenham disproportionately. These can be addressed through: <ul style="list-style-type: none"> • Comprehensive assessment • Parent training programmes • Foster carer / guardian training programmes • Child-focused programmes • Multimodal interventions • Pharmacological interventions • Improving access to services 	All council services, as appropriate Mental Health services Community Safety Public Health Community partners focusing on young people	Existing Council budget provision	Reduced levels of depression and anxiety Reduced levels of physical violence affecting young men and women Improved parenting outcomes for young children	Develop local pathway for anti-social behaviour and social conduct disorder for young people in line with NICE guidance - March 15
1e. Employment and skills					
Project name	Description	Partners	Cost / funding	Outputs	Key milestones
An employment and skills strategy for Tottenham Lead Officer:	Development and implementation of an employment and skills strategy for Tottenham focusing on pathways to sustainable employment	GLA LEP JCP and WP Primes CONEL HALS Schools	£1.5m (Council and GLA) + match in Year 1, plus ongoing operating costs (Once strategy further developed	<ul style="list-style-type: none"> • 1500+ job entries* • 850 sustained employment* • 900+ adults improve skills by at least one 	Commission employment pathways research - July 2014 Develop short and medium term projects – September 2014 Strategy approved - September 2014

Assistant Director, Regeneration (Dan Hawthorn)	-Capturing opportunities from redevelopment -Building skills and resilience of entry-level job seekers -Signposting and supporting adult skills development -Equipping our young people to compete on an equal footing in the wider labour market	NHS	by Autumn 2014, further funding TBD)	NVQ Level * <ul style="list-style-type: none"> • Reduction in unknown post-16 destinations • Increase in residents qualified to Levels 3 and 4 • Number of students accessing careers advice <i>*Figures subject to change pending further project development.</i>	Construction employment guidance in place - September 2014 Apprenticeship campaign launched - November 2014 Pilot careers activities tested by March 2015 <i>These are early stage milestones for immediate priority projects. This section will be populated more extensively as the employment and skills programme is developed.</i>
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Priority 2: Place					
Better caring for the place and delivering improved public realm in all of the local centres that comprise Tottenham					
Project name	Description	Partners	Cost / funding	Outputs	Key milestones
Tottenham Green Lead Officer: Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Tottenham Green public realm improvement scheme	GLA Holy Trinity Church	£1.5m War memorial funding £30k seeking match funding	<ul style="list-style-type: none"> Improved public realm 	Completion of main works contract - June 2014 War memorial improvement application to be submitted to War Memorial Trust - autumn 2014
A cleaner, safer environment Lead Officer: Chief Operating Officer (Tracie Evans, interim)	<ul style="list-style-type: none"> A targeted enforcement project across all service areas focusing on Seven Sisters, West Green Road and Bruce Grove specifically A public realm and signage strategy for the High Road Community Streets schemes to deliver a range of traffic and transportation improvements with an emphasis on walking and cycling (Tottenham Hale and Tottenham Green) Highways, footways and street lighting 	Veolia Council – Environmental Services and Community Safety; Planning TfL Sustrans Residents	Additional services to be delivered by Veolia £70k for public realm strategy LIP funding over 3 years (£793,000) Highways and street lighting maintenance £1,118,000	Work with Veolia to improve service delivery focusing on: <ul style="list-style-type: none"> - Reducing commercial waste collection times (length of time on street) - Removal of flyposters and stickers - Deep cleaning of bins and pavements - Graffiti removal - Enforcement action against untidy front gardens - Community clean sweeps - Dedicated Tottenham clean 	Community Streets schemes commence - Summer 2014 Commission design work to prepare public realm strategy for High Road and advise on implementation - Late 2014 Highways maintenance works to streets complete – March 2015 Fly-tip Action Plan completion – March 2015 Follow up visits undertaken on properties in Tottenham

	<p>maintenance and improvements</p> <ul style="list-style-type: none"> • Fly-tip Action Plan: Enforcement at known hotspots on 5-week cycle of activity • Action to improve the appearance of up to 2,500 front gardens in Tottenham Hale ward 			<p>up van patrolling area</p> <p>Pilot fixed penalty notices for spitting, chewing gum and littering</p> <p>Resurfacing and reconstruction of 28 streets, street lighting maintenance in 7 streets</p> <p>Planning enforcement work</p>	<p>Hale ward where front gardens with waste, litter or overgrowing vegetation were identified in Spring 2014 and formal notices served - July-December 2014</p>
<p>Tottenham Green – establish events and food market programme</p> <p>Lead Officers: Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)</p> <p>Tottenham Town Centre Growth Manager (Lawrence Hewitt, maternity cover for Gemma Aked)</p>	<p>Establishment of the Tottenham Summer Festival and food market centred around Tottenham Green</p>	<p>Friends of Tottenham Green</p> <p>Holy Trinity Church</p> <p>Tottenham Green Stakeholders Group</p> <p>Bernie Grant Art Centre</p> <p>CONEL</p>	<p>£20k for summer events coordinator and summer events programme, publicity for food market</p> <p>Opening event £5k</p>	<ul style="list-style-type: none"> • 8-12 events in Summer 2014 and link to Tottenham Poet Laureate programme. Final poem to be published in July (theme of World Cup and diversity). • Review effectiveness of events including footfall, demographic data to shape future programme 	<p>Deliver programme including opening event and food market – July to September 2014</p>
Tottenham Winter	To deliver a winter festival	Tottenham Traders	£5k	<ul style="list-style-type: none"> • Winter Festival 	Winter Festival held

Festival Lead officer: Tottenham Town Centre Growth Manager (Lawrence Hewitt)	in Tottenham - Tottenham Green	Partnership Friends of Tottenham Green Holy Trinity Church Tottenham Green Stakeholders Group Bernie Grant Art Centre CONEL		held prior to Christmas 2014 on time and to budget <ul style="list-style-type: none"> Evaluation undertaken 	prior to Christmas 2014 on time and to budget
West Green Road Pocket Park Lead Officer: Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Delivery of a pocket park on West Green Road	GLA West Green Road Business Group	£80k	<ul style="list-style-type: none"> Pocket Park delivered on time and to budget 	Delivery complete by March 2015
Shop front improvement project – Phase 2 Lead Officer: Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Following a pilot, delivery of up to 30 shop front improvements in the High Road and West Green Road areas	GLA Bruce Grove Stakeholders Group West Green Road Business Group Tottenham Traders Partnership Local businesses	£89k	<ul style="list-style-type: none"> Delivery of up to 30 shop front improvement projects 	Delivery complete by March 2015
West Green Road Bridge Art Lead officer: Tottenham Town Centre Growth Manager (Lawrence	<ul style="list-style-type: none"> Installation of 3 further pieces of artwork on West Green Road in partnership with local schools 	Network Rail, Project artist (Jennie Pedley), Park View School , Blanche Neville School	£5k plus £15k funding from the Arts Council	Delivery of 3 further art installations on West Green Road	Delivery complete by December 2015

Hewitt)					
Bruce Grove public realm improvements Lead Officer: Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	<ul style="list-style-type: none"> Public realm scheme (Gyratory plus) Bruce Grove Station Bridge: Painting and lighting Station foreground redevelopment Albert Place public realm improvement project (repaving, painting) 	Network Rail TfL Bruce Grove Stakeholders Group GLA Surrounding landowners and occupiers	TfL main funder Full scope of works TBC	Full scope of works to be confirmed	Confirmation of scope of public realm scheme with TfL – September 2014 Station painting complete by May 2014; lighting by March 2015 Station foreground redevelopment – secure planning approval by March 2015 Albert Place public realm improvements – December 2014
Holcombe Road market improvements Lead Officer: Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Deliver improvements to the Holcombe Road market	Market traders and surrounding landowners Bruce Grove Stakeholder Group GLA	£335k allocated budget in the Growth on the High Road programme plus additional funding (tbc) to be diverted from the Bruce Grove Public Realm GoTHR budget	<ul style="list-style-type: none"> Repaving market Reconfiguring stalls Improving stall structures and installing new stalls 	Delivery complete by March 2015
Tottenham Green Civic Buildings strategy Lead Officer: Area Regeneration Manager – Tottenham	Determine cultural offer and civic buildings usage strategy	CONEL Bernie Grant Arts Centre Fusion Council Other landowners and businesses	£25k	<ul style="list-style-type: none"> Strategy for civic buildings around Tottenham Green 	Complete refurbishment of Tottenham Green Leisure Centre (Fusion) – December 2014 Determine studies required e.g. design and

Green, Bruce Grove and Seven Sisters (Suzanne Johnson)		Friends of Tottenham Green Tottenham Green Stakeholders Group			massing, public realm approach, meanwhile use plan Delivery strategy agreed – March 2015
Toilet art project and longer-term use of Monument Way and Bruce Grove toilet blocks (Council owned) Lead Officers: Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson) Tottenham Town Centre Growth Manager (Lawrence Hewitt)	Monument Way toilets exterior artwork Studies undertaken for future use of blocks (structural surveys) Community interest in both buildings	Bruce Grove Stakeholders Group Tottenham Traders Partnership	£31k for studies Expect both blocks to be subject to external funding bids	<ul style="list-style-type: none"> • Delivery of exterior artwork to Monument Way toilet block – tbc dependant on project going ahead • Secure long-term active use of both blocks 	Commission artist with Cultural Services (tbc – September 2014) Identify viable use for both blocks and funding sources (eg Heritage Lottery for Bruce Grove, crowd funding) – March 2015
Tottenham Leisure Centre Car Park Lead Officer: Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Consult with stakeholders on future use of car park Design options for spaces between and behind existing civic buildings	Fusion Metropolitan Police CONEL Bernie Grant Art Centre Holy Trinity Church	£15k for design competition	Commission design competition for future use of the site Agree architect and appoint to design and build contract	Agree design options for future use with stakeholders – July 2014 Timescales for completion/ construction to be agreed
Workspace provision	Provision of workspace across Tottenham	GLA Workspace providers	£1m Council £2.67m GLA	<ul style="list-style-type: none"> • Deliver new workspace in 	Present options to Delivery Board to agree

Lead Officer: Economic Development Manager (Patrick Jones)	Study undertaken on outline feasibility work for a scheme			Tottenham	projects and funding
N17 Design studio - 451-453 Tottenham High Road Lead Officer: Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Establishment of a design studio for John McAslan + Partners architects on the High Road and provision of 3 apprenticeships To act as a base for community consultation and events	John McAslan + Partners CONEL	£181,548	<ul style="list-style-type: none"> Acquire building for use as design studio Open studio for 12 month pilot (5 year lease) 	Acquire building and complete works – autumn 2014 Evaluate pilot 12 months after launch
BID feasibility study Lead Officer: Tottenham Town Centre Growth Manager (Lawrence Hewitt)	Funding to conduct feasibility report to develop a Business Improvement District (BID) for High Road businesses	High Road businesses	£10k	<ul style="list-style-type: none"> Feasibility study 	Report to Delivery Board on progress in September Determine future approach for business improvement – December 2014
Tottenham Area Action Plan (AAP) Lead Officer: Team Leader, Planning Environment and Transport (Sule Nisancioglu)	To produce a Statutory Development Plan Document to guide all new development in Tottenham	Council	£285k	<ul style="list-style-type: none"> The AAP will deliver a spatial strategy which will include planning policies in the relevant thematic areas and a delivery and infrastructure plan 	AAP due to be considered by Cabinet – Autumn 2014

Wards Corner Lead Officer: Tottenham Programme Director (Malcolm Smith, interim)	Redevelopment of existing market site into 196 residential units and 40,000 sq ft of retail space	Grainger Wards Corner Council Wards Corner Community Coalition	Private sector funded plus possible public sector loan	<ul style="list-style-type: none"> • Reprovision of existing market • Delivery of 196 residential units and 40,000 sq ft of retail space 	Delivery complete by 2019
Apex House Lead Officer: Tottenham Programme Director (Malcolm Smith, interim)	Redevelopment of site for mixed-use housing and retail, and move of existing office accommodation to alternative premises	GLA HCA Grainger Council Fusion	Build to Rent bid being considered by HCA	<ul style="list-style-type: none"> • 102 units • Retail use on ground floor • Relocation of office function to Leisure Centre 	Relocation of office staff by 2015 Development complete by 2018
Tottenham business engagement and support Lead Officer: Tottenham Town Centre Growth Manager (Lawrence Hewitt)	To engage with Tottenham businesses and retailers to enhance opportunities of regeneration for local business, and work together to improve the locality	Local businesses and retailers Tottenham Traders Partnership Associated Council departments (Single Frontline, Neighbourhood Action Team, Anti-social behaviour)	Resourced by Tottenham Town Centre Growth Manager	<ul style="list-style-type: none"> • Increase membership of the Tottenham Traders Partnership (TTP) by 10% • Improve attendance and participation at non-executive TTP meetings 	
Community First Funding Lead Officer: Tottenham Town Centre Growth Manager (Lawrence Hewitt)	Facilitate access to funding for community groups to deliver projects to improve their local neighbourhood based on ward plans (funding available for Tottenham Green, Bruce Grove and Northumberland Park wards)	Local community Ward panels	Grant allocation for 2014/15 from Community Development Fund (external) across 3 wards - £62k	<ul style="list-style-type: none"> • Projects delivered across three wards of benefit to immediate community to value of £250-2,000 (grant amounts TBD by ward panel) • Evaluation report 	Ward plans/ priorities to be developed for 2014/15; all 14/15 grants to be allocated by December 2014

				for each project demonstrating impact on local area	
639 Enterprise Centre Lead Officers: Assistant Director, Regeneration (Dan Hawthorn) Area Regeneration Manager – Tottenham Hale and South Tottenham (Peter O’Brien)	Work with the GLA to develop and promote new projects/uses with a local employability focus Site for potential relocation of Tottenham Regeneration team	GLA	Team relocation cost – TBC, within existing budget	<ul style="list-style-type: none"> Project outputs to be confirmed once developed 	Tottenham Regeneration team relocation – Autumn 2014
Down Lane Park refurbishment Lead Officer: Head of Commissioning, Environmental Services & Community Safety (Paul Ely)	To complete the park refurbishment in stages to the agreed master plan for the site	Friends of Down Lane Park	£500k – £1m dependent on match funding	<ul style="list-style-type: none"> Deliver master plan and increase usage of park Obtain Green Flag status Develop tennis provision 	<ul style="list-style-type: none"> Phase 3 completion – March 2015 Full completion – March 2016

Priority 3: North Tottenham including High Road West					
A new stadium and an estate regeneration programme centred on Northumberland Park					
Project name	Description	Partners	Cost / funding	Outputs	Key milestones
High Road West masterplan Lead Officer: Area Regeneration Manager – North West Tottenham (Sarah Lovell)	Development of a master plan framework for the High Road West area. The masterplan framework will build on previous consultation with the local community and will aim to deliver an improved neighbourhood which meets the needs of existing and new residents and businesses.	Residents and businesses in the High Road West area GLA Homes for Haringey	£60,000 from the allocated £500,000 masterplanning fund	<ul style="list-style-type: none"> • A master plan framework for High Road West which sets out key principles (informed by the local community) to guide change in High Road West covering themes such as: <ul style="list-style-type: none"> - Housing - Transport - Movement - Density - Massing • These key principles will inform the development of the Regulation 19 Tottenham Area Action Plan document. 	Masterplan workshops - Summer 2014 Masterplan Framework consultation - September 2014 Cabinet asked to consider the masterplan - Autumn 2014
Tottenham Hotspur Stadium and associated development Led by Tottenham Hotspur Football Club	This project aims to deliver the remaining elements of the Northumberland Park Development - this includes the new 56,000 seat stadium and 285 residential units	Led by Tottenham Hotspur Football Club	Funded by THFC	<ul style="list-style-type: none"> • Delivery of new stadium • 285 new housing units 	CPO decision by Secretary of State

<p>White Hart Lane Station and Public Realm Project</p> <p>Led by TfL</p>	<p>The White Hart Lane Station and public realm project aims to develop concept designs for an enhanced and more obvious Station and gateway to the public transport network for this important growth area.</p> <ul style="list-style-type: none"> • Creating new space for commercial and community uses that will provide employment opportunities and animation of the public realm • Create a well-designed piece of public realm for Love Lane, White Hart Lane and parts of Penshurst Road 	<p>Transport for London Greater Anglia Network Rail Greater London Authority</p>	<p>£200,000 from the Mayor's Regeneration Fund</p>	<p>A single, integrated concept design and costings for:</p> <ul style="list-style-type: none"> • A new White Hart Lane station building (to Network Rail GRIP stage 3) • Associated public realm improvements • A meanwhile strategy that lists a series of tasks and meanwhile uses that would fit into the Now and Soon timescales to help instigate some immediate change and build community confidence and support in the area. 	<p>Consultation with High Road West community on detailed designs - September 2014</p> <p>Final design report- Autumn 2014</p>
<p>Tottenham High Road Heritage Initiative</p> <p>Lead Officers: Principal Planning Programme Manager</p>	<p>To develop proposals for the shop front improvement scheme along Tottenham High Road. The project will focus on a small group of properties in the</p>	<ul style="list-style-type: none"> • Heritage Lottery Fund (HLF) • High Road Businesses 	<ul style="list-style-type: none"> • First round bid- £97k- (£50k from HLF and £47k from the Council) • Second round bid – c£1.5m, total value of the 	<ul style="list-style-type: none"> • A strong and successful bid to Heritage Lottery which secures the funding to improve shop fronts of a small group of properties in 	<p>Commission and carry out feasibility study- Autumn 2014</p> <p>Draft second round bid submission to HLF in November 2014 for</p>

(Jacqueline Veater)	Northumberland Park Ward within the conservation area. The scheme aims to restore the character and the heritage of the North Tottenham area.		project is just over £2m including an approximate contribution from property owners of c£190,000 and a contribution of £500,000 from the Council	the conservation area. <ul style="list-style-type: none"> The first phase of the project will provide draft conservation area appraisal and management plan, action plan for community activity and a feasibility study. 	decision by March 2015
Northumberland Park Estate Master Plan Framework Lead Officer: Area Regeneration Manager – North East Tottenham (Adam Hunt)	The development of a master plan framework for Northumberland Park. This is the first stage in engaging local people in the development of plans for physical, economic and social change and the creation of an even better new neighbourhood for north London. The masterplan framework will set out key principles for change that will inform the development of the Regulation 19 Tottenham Area Action Plan document.	Residents and businesses of Northumberland Park GLA Homes for Haringey Northumberland Park Community School	<ul style="list-style-type: none"> £100k (Council) 	<ul style="list-style-type: none"> A masterplan framework for Northumberland Park A set of key principles (informed by the local community) to guide change in the area covering themes such as: land use, infrastructure, housing, transport, movement Community Engagement Strategy 	Summer 2014: Community involvement strategy agreed and engagement with residents to commence Autumn 2014: Master plan framework and key principles to guide change produced
Northumberland Park Regeneration and Improvement	This project takes forward the findings of the master plan	<ul style="list-style-type: none"> Residents and businesses of Northumberland 	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> A detailed masterplan for Northumberland Park 	

<p>Lead Officer: Area Regeneration Manager – North East Tottenham (Adam Hunt)</p>	<p>framework project to develop a more comprehensive programme of regeneration and improvement activity on and around the Northumberland Park estate</p>	<p>Park</p> <ul style="list-style-type: none"> • GLA • Homes for Haringey • Northumberland Park Community School 		<ul style="list-style-type: none"> • North Tottenham People Pathfinder • Renewed Somerford Grove Multi Use Games Area 	
<p>Marsh Lane site</p> <p>Lead Officer: Area Regeneration Manager – North East Tottenham (Adam Hunt)</p>	<p>To utilise this Council owned site for the delivery of:</p> <ol style="list-style-type: none"> 1) meanwhile uses 2) long term redevelopment in keeping with our regeneration ambitions for Northumberland Park 	<p>Surrounding landowners</p> <p>Local community and stakeholders</p>	<p>£50,000 for initial feasibility (and meanwhile use subsidy if required)</p>	<ul style="list-style-type: none"> • The delivery of meanwhile uses on this site which are informed by community priorities and which contribute to economic activity in Northumberland Park • A clear plan for the long term redevelopment and utilisation of this site 	<ul style="list-style-type: none"> • Meanwhile uses strategy and approach agreed – Autumn 2014 • Meanwhile uses and activities on site – from Spring 2015 onwards • A long term plan for the site agreed – Spring 2015

Priority 4: Tottenham Hale					
A key area for opportunity, building on the delivery of a new station and a range of mixed use development					
Project name	Description	Partners	Cost / funding	Outputs	Key milestones
<p>Tottenham Housing Zone*</p> <p>Lead Officer: Area Regeneration Manager – Tottenham Hale and South Tottenham (Peter O’Brien)</p> <p><i>*All external funding subject to announcement of successful Housing Zone bid (autumn 2014)</i></p>	<p>The Council’s bid for Housing Zone funding will aim to bring greater cohesion to development proposals coming forward and to ensure the delivery of quality schemes and a quality place, with a balanced mix of tenure options. The bid centres on three core themes:</p> <ul style="list-style-type: none"> • More affordable homes: a concerted effort through enhanced grant levels to deliver more affordable homes than would otherwise come forward given the viability constraints on key sites • A quality place: including an emphasis on the place-shaping investments and a determined focus on quality through the planning and 	<p>GLA</p> <p>HCA</p> <p>TfL</p> <p>Local landowners</p> <p>Lee Valley Regional Park Authority</p>	<p>Funding* from:</p> <ul style="list-style-type: none"> • Housing Zone grant • GLA Regeneration • Build to Rent • Affordable Housing Programme • Site Acquisition Fund (Council) • Council contribution to Harris Academy • £500m HM Treasury UK Guarantee lending facility (seek to tailor to be fit for purpose for delivery) 	<ul style="list-style-type: none"> • 1,900 homes across 8 priority sites, with additional sites taking total potential development level to 3,300 homes • A further set of sites can come to, or are already coming to the market bringing the total number of new homes at Tottenham Hale to 5,000. • 4,000 jobs created in the Tottenham Hale area • To develop a model delivery approach to meet local and London housing demand • Deliver a Green Link (linear park) linking the High Road to the Lee Valley Regional Park including improvements to 	<p>Cabinet consideration of the Housing Zone approach including authority to enter into grant agreements – July 2014</p> <p>Cabinet consideration of commencement of procurement for development partner(s) – July 2014</p> <p>First homes delivered in 2016</p> <p>Develop Design Quality Framework by 2015</p> <p>Undertake a gas and electricity infrastructure study for Tottenham Hale and/or other areas – Summer 2015</p>

	<p>development process</p> <ul style="list-style-type: none"> • Innovation in delivery: exploring new means of bringing homes to market, developing new approaches to tenure mix across the Housing Zone and in the range of affordable housing products delivered 			<p>Down Lane Park</p> <ul style="list-style-type: none"> • Tottenham Hale district centre public realm strategy and delivery of suite of public realm works to include improved connections to the High Road 	
<p>Industrial living programme</p> <p>Lead Officer: Assistant Director – Planning (Stephen Kelly)</p>	<p>A managed response to unauthorised occupation of industrial units aimed at supporting a safe, sustainable community whilst safeguarding economic outcomes for Tottenham/Haringey</p>		<p>£600k over two years</p>	<ul style="list-style-type: none"> • Planning policy framework for unauthorised living to safeguard employment land • Action plan to secure safe occupation (where appropriate) of industrial premises 	
<p>Tottenham Hale Station – integrated package of improvements</p> <p>Led by TfL</p>	<p>Redevelopment of the station with an extended ticket hall and new entrance TfL, the Council and the GLA are considering potential development opportunities in the station vicinity</p>	<p>TfL GLA</p>	<p>£20m</p>	<ul style="list-style-type: none"> • Extended ticket hall providing greater capacity and improved interchange between National Rail and Underground services • A new gateway entrance 	<p>Completion by 2017</p>

				<ul style="list-style-type: none"> Enhanced step-free access Urban realm improvements 	
Major upgrades to the West Anglia Mainline (STAR) Led by Network Rail	An additional third track will be constructed on the section of the West Anglia Mainline between Coppermill Junction, to the south of Tottenham Hale, and Angel Road to the north	Network Rail GLA	£72m (external)	<ul style="list-style-type: none"> A new four trains per hour service between Angel Road and Stratford Northumberland Park Station Bridge and Level Crossing Closure Further West Anglia Mainline upgrade work to be developed 	Completion by 2018
London Overground upgrade Led by TfL	Electrification of the London Overground Gospel Oak – Barking line (which passes through South Tottenham) and an uplift in the capacity on the line	TfL	£115m + cost of rolling stock acquisition and platform lengthening	<ul style="list-style-type: none"> New, longer electric trains Reduction in overcrowding Improved air quality 	Completion by 2017
Cycle Superhighway 1 Led by TfL	Delivery of a five-mile high quality five-mile cycling route between Tottenham and Liverpool Street (exact alignment to be confirmed)	TfL	TBC	<ul style="list-style-type: none"> Five-mile Cycle Superhighway between Tottenham and Liverpool Street 	Consult on route identified [date TBC] Completion by 2016
Crossrail 2 Led by TfL	Delivery of a high frequency, high capacity cross-London	TfL Department for Transport (DfT)	Scale of investment: £12-20bn (project funding to be	<ul style="list-style-type: none"> Stations could be located in Tottenham Hale, 	Safeguarding for the proposed route will be updated by DfT

	rail line - Greater connectivity - Boosting economic growth and regeneration	GLA	confirmed)	Seven Sisters, Turnpike Lane and Alexandra Palace (locations not finalised)	supported by TfL: 2015 Estimated construction completion: 2029/30
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4) Programme funding

The Delivery Plan contains a combination of items that vary from existing / ongoing projects to areas where more detail is required in order to put a cost to the project. Where a cost is attributable the programme shows required funding as follows:

<u>Description</u>	<u>Amount</u>
<u>Funding Identified</u>	
Base Council Revenue Budget	£1,068,419
One-Off Council Revenue Budgets	£2,369,500
Council Capital Budgets	£2,005,000
GLA Grant Funding	£3,305,000
Other External Grant Funding	£2,848,667
<u>Funding not Identified</u>	
Base Council Revenue Budget	£230,000

The item not funded at present relates to the re-shaping of service delivery in Northumberland Park ward project under the 'People' priority.

These costs only represent a sub-set of the wider Tottenham Programme, for example projects that are substantially complete or do not have a start date are not included in the costs above, this would include both GLA and Council-funded projects. Equally the wider revenue budget for staffing resources to manage the programme is not included.

The physical regeneration aspects of the programme tend to be more developed and in these cases the costs are clearer and funding has been identified. There are several items where the cost is not known at present and these largely relate to the 'People' aspects of the programme, for example, the best start in life project, improvement in health care infrastructure and services, and initiatives related to healthy life expectancy.

Also there are several items where funding is likely to become available at a later date, for example funding for education facilities, which is funded by a combination of Council and Education Funding Agency resources which are only known on an annual basis.

5) Programme risks

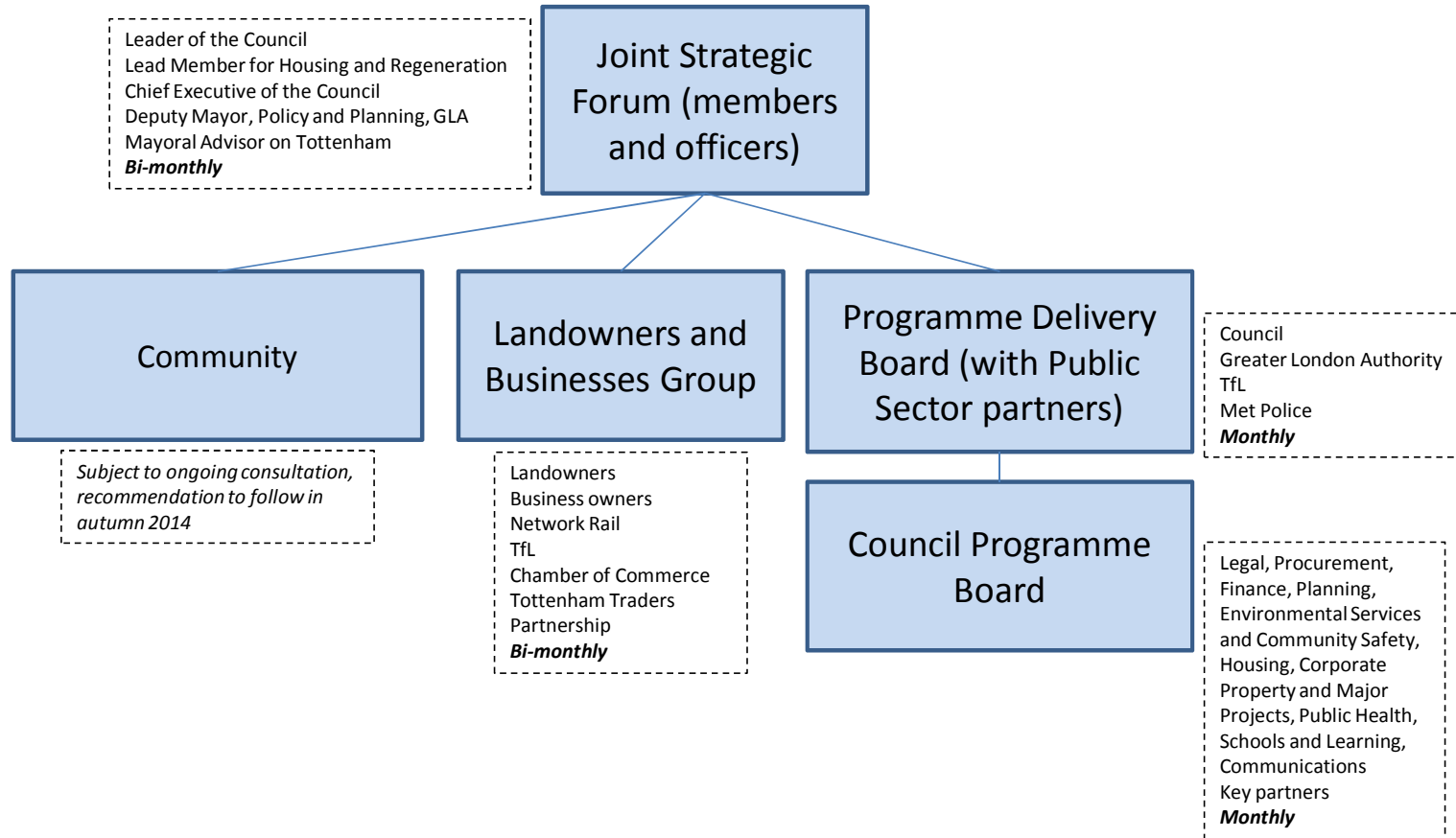
Risk description	RAG Rating	Mitigation	Lead Officers
Failure to secure sufficient investment and maximise the social and physical regeneration opportunities in Tottenham	A	<ul style="list-style-type: none"> Cabinet approval of SRF Delivery Plan; regular review of Plan and progress Funding packages agreed with GLA and TfL for projects in delivery Work with stakeholders to secure further funding where required 	Director of Regeneration, Planning and Development; Tottenham Programme Director
Failure to secure local community/stakeholder buy in to SRF Delivery Plan programme	A	<ul style="list-style-type: none"> Commitment to continue to work with the community and partners to shape projects Establish community governance structure Northumberland Park ward project will be shaped by residents 	Director of Regeneration, Planning and Development; Tottenham Programme Director
Delay to projects led/delivered by external partners	R	<ul style="list-style-type: none"> Regular meetings to track progress and review at Delivery Board and Joint Strategic Forum 	Director of Regeneration, Planning and Development; Tottenham Programme Director
As the SRF Delivery Plan will cover a twenty year programme, risk that Council and stakeholder focus on Tottenham will not be sustained	A	<ul style="list-style-type: none"> The Strategic Regeneration Framework and work by the Council and partners to date recognises the scale of the challenge in Tottenham, and sets out the commitment to deliver the seven strategies for success An annual Tottenham/SRF conference will monitor progress, celebrate success, and re-focus efforts The Delivery Plan will be reviewed in three and five years (2017 and 2019) 	Director of Regeneration, Planning and Development; Tottenham Programme Director
Risk that the Council does not deliver enabling works/ services (including business as usual) successfully to contribute to improving the image of Tottenham (e.g. public realm) and secure inward investment	A	<ul style="list-style-type: none"> Delivery Board and Council Programme Board (internal, across all services) to review and track progress regularly, and resolve any issues arising Proactively respond to feedback received from residents and stakeholders Ongoing work to promote Tottenham 	Director of Regeneration, Planning and Development; Tottenham Programme Director
Risk that there is insufficient funds/resources to deliver the extensive range of candidate projects hence preventing	A	<ul style="list-style-type: none"> This SRF Delivery Plan sets out the four priorities (and projects within each) where funding and resources will be directed in the short to medium term The annual Tottenham/SRF conference will monitor progress and re-focus efforts, and the Delivery Plan (and projects) will be reviewed in three and five 	Director of Regeneration, Planning and Development; Tottenham Programme Director

priorities of the programme to be achieved		years which will allow for a review of project success to date and areas of new focus	
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6) Governance

- Existing Groups to be retained: Joint Strategic Forum (Council and GLA, member and officer); Tottenham Programme Delivery Board (public sector); Landowners and Major Business Group – expanded to include Chamber of Commerce and traders representatives
- Proposal to establish an internal Council Programme Board to include Legal, Procurement, Finance, Planning, Environmental Services and Community Safety, Housing, Corporate Property and Major Projects, Public Health, Schools and Learning, Communications
- Community governance: This key element is subject to ongoing community consultation and will be brought back to Cabinet for consideration in autumn 2014

Annual Tottenham Conference



7) Communication, consultation and engagement

It is a Council priority to ensure ongoing communication, consultation and engagement with the local community as the Delivery Plan priority projects are progressed. This will be supported by a dedicated Regeneration Communications Manager.

- The key consultations around substantial change will focus on High Road West and Northumberland Park.
- There is a recognised requirement to map stakeholders across Tottenham, and ensure closer collaboration and joined-up communication with partners delivering significant change in the area. This will be led by the dedicated Regeneration Communications Manager.
- There will be an annual Tottenham conference to monitor delivery of the plan and discuss major thematic issues.
- ‘Tottenham News’: The community-focused, monthly newsletter distributed to all residents was relaunched in June 2014 with a new identity. An audit of the distribution will be undertaken by September 2014, and the distribution channels and outlets where it is available expanded.
- The Council website Tottenham pages (www.haringey.gov.uk/tottenham) will be regularly updated including ‘projects underway’ and clear signposting of how to get involved. A Tottenham Regeneration micro site will be developed to become a focal point for all regeneration activities.
- Physical display and notice boards will be located in prominent public locations to provide information on the programme and projects, and how to get involved.
- Tours of the regeneration sites will be made available to provide insight into what’s happening in the area, and four talks held per year. The talks will be short breakfast or evening events to highlight particular projects or priorities.

8) Monitoring including annual review

Work has been undertaken to establish the current position of **seven key indicators** in the Tottenham regeneration area. This includes the 3, 5, 10 and 20 year milestones for achieving London top quartile performance by 2034, and what this would mean in real terms based on the latest population and data.

The selected measures below cover the key programme priorities of access to jobs and employment, educational attainment, health, and community safety, which are indicative of the impact of wider social regeneration:

- Youth employment (18-24 year olds);
- Long-term unemployed (16-64 year olds);
- Level 4+ at Key Stage 2;
- 5 A*-Cs at GCSE including English and Maths;
- Excess weight in 10-11 year olds;
- Male life expectancy; and
- Neighbourhood crime.

The objective is to achieve convergence between the Tottenham eight wards and the London top quartile, and these measures will be tracked through the 20 year programme.¹

Youth unemployment: Proportion of 18-24 year olds claiming Job Seekers Allowance (JSA).	Job Seeker Allowance Claimants (18-24)	Baseline Year	Baseline Value	2017	2019	2024	2034
	London Boroughs Top Quartile	Feb-14	2.7	2.7	2.7	2.7	2.7
	Tottenham Regeneration Area (8 wards)	Feb-14	6.8	6.2	5.8	4.8	2.7
	% difference from baseline			-9	-15	-30	-60
	Based on today's population and data the cumulative change versus the baseline year needed is:		856	77	128	256	512
				Fewer 18-24 year olds claiming JSA	Fewer 18-24 year olds claiming JSA	Fewer 18-24 year olds claiming JSA	Fewer 18-24 year olds claiming JSA

Long term unemployed: Proportion of 16-64 year olds claiming Job Seekers Allowance (JSA) for over 12 months.	Long term unemployed	Baseline Year	Baseline Value	2017	2019	2024	2034
	London Boroughs Top Quartile	Feb-14	0.6%	0.6%	0.6%	0.6%	0.6%
	Tottenham Regeneration Area (8 wards)	Feb-14	1.8%	1.6%	1.5%	1.2%	0.6%
	% difference from baseline			-10	-17	-33	-67
	Based on today's population and data the cumulative change versus the baseline year needed is:		1,464	146	244	488	976
				Fewer working age adults claiming JSA for over 12 months	Fewer working age adults claiming JSA for over 12 months	Fewer working age adults claiming JSA for over 12 months	Fewer working age adults claiming JSA for over 12 months

Level 4+ at Key Stage 2: Percentage of pupils achieving level 4 or above in reading, writing and Maths at Key Stage 2.	Level 4+ at Key Stage 2	Baseline Year	Baseline Value	2017	2019	2024	2034
	London Boroughs Top Quartile	2013	82.5%	82.5%	82.5%	82.5%	82.5%
	Tottenham Regeneration Area (8 wards)	2013	69.0%	71.6%	72.9%	76.1%	82.5%
	% difference from baseline			4	6	10	20
	Based on today's population and data the cumulative change versus the baseline year needed is:		912	34	51	93	178
				More children achieving Level 4+ at KS2	More children achieving Level 4+ at KS2	More children achieving Level 4+ at KS2	More children achieving Level 4+ at KS2

¹ For each indicator London borough top quartile performance has been held constant and the Tottenham regeneration area baseline has been forecast, based on a straight line. These projections should be treated with caution and are not statistically or evidentially rigorous.

5+ A*-C at GCSE: Percentage of pupils achieving 5+ A*-C at GCSE including English and Maths.

5+ A*-C at GCSE	Baseline Year	Baseline Value	2017	2019	2024	2034
London Boroughs Top Quartile	2013	72.8%	72.8%	72.8%	72.8%	72.8%
Tottenham Regeneration Area (8 wards)	2013	57.0%	60.0%	61.5%	65.3%	72.8%
% difference from baseline			5	8	15	28
Based on today's population and data the cumulative change versus the baseline year needed is:		507	27	40	74	141
			More children achieving 5+ A*-C at GCSE	More children achieving 5+ A*-C at GCSE	More children achieving 5+ A*-C at GCSE	More children achieving 5+ A*-C at GCSE

Excess weight in 10-11 year olds: Percentage of children aged 10-11 classified as overweight or obese.

Excess weight in 10-11 year olds (overweight or obese)	Baseline Year	Baseline Value	2017	2019	2024	2034
London Boroughs Top Quartile	2012/13	32.3	32.3	32.3	32.3	32.3
Tottenham Regeneration Area (8 wards)	2012/13	44.9	42.0	40.9	38.0	32.3
% difference from baseline			-6	-9	-15	-28
Based on today's population and data the cumulative change versus the baseline year needed is:		507	32	45	78	142
			Fewer 10 and 11 year olds overweight or obese	Fewer 10 and 11 year olds overweight or obese	Fewer 10 and 11 year olds overweight or obese	Fewer 10 and 11 year olds overweight or obese

Life expectancy male: Life expectancy of males at birth

Life expectancy male	Baseline Year	Baseline Value	2017	2019	2024	2034
London Boroughs Top Quartile	2010-12	81.4	81.4	81.4	81.4	81.4
Tottenham Regeneration Area (8 wards)	2008-10/ 2006/10	74.7	77.0	77.5	78.8	81.4
% difference from baseline			3	4	6	9
Based on today's population and data the cumulative change versus the baseline year needed is:			2.3	2.8	4.1	6.7
			Years added to male life expectancy	Years added to male life expectancy	Years added to male life expectancy	Years added to male life expectancy

Neighbourhood Crime (MOPAC7):
 Neighbourhood crimes per 1,000 population, consisting of:

- Violence with injury
- Robbery
- Burglary
- Theft of a motor vehicle
- Theft from a motor vehicle

Key neighbourhood crimes (MOPAC 7)	Baseline Year	Baseline Value	2017	2019	2024	2034
London Boroughs Top Quartile	2013/14	29.19	29.19	29.19	29.19	29.19
Tottenham Regeneration Area (8 wards)	2013/14	47.35	43.89	42.16	37.84	29.19
% difference from baseline			-7	-11	-20	-38
Based on today's population and data the cumulative change versus the baseline year needed is:		5,491	401	602	1,103	2,106
			Fewer key neighbourhood crimes	Fewer key neighbourhood crimes	Fewer key neighbourhood crimes	Fewer key neighbourhood crimes

- A Benefits Realisation Plan and detailed Programme Plan to be developed by Autumn 2014
- Annual Tottenham/SRF conference to be held to monitor progress, celebrate success, and re-focus efforts
- Comprehensive refresh and review Delivery Plan in three and five years (2017 and 2019), and in latter confirm next review point
- Evaluation of programme in 5 and 10 years (2019 and 2024)