

### Summary information

**Name of proposal:** Haringey High Streets

**Submitted by (borough name):** London Borough of Haringey

**Covering the following boroughs:**

Haringey (Islington and Hackney are also involved in one project relating to Finsbury Park)

**Please give details of the borough contact officer for this proposal:**

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**Brief summary description of the proposal:**

The Haringey High Street proposals will deliver new and improved retail, community and commercial floorspace, additional employment and business support opportunities, and unlock development in the Borough's metropolitan and district town centres, and areas for regeneration.

The Tottenham Strategic Regeneration Framework and Delivery Plan (2014) set out a 20 year plan for the regeneration of Tottenham with a focus on improving the High Road by retaining and building on the area's historic character, diversifying the retail and employment offer, and creating public town centre spaces to encourage people to visit and spend time on the High Road. The Tottenham projects build upon recent and planned investment in the public realm by utilising vacant land and buildings around key spaces and gateways to create new retail, community and commercial destinations in the centre of Tottenham.

In Wood Green the project will support the development of a holistic town centre development framework aligning goals and strategies for physical change in Wood Green, with those of wider social and economic change, across the Borough and north London. The framework will shape and drive development, guide the Council's own interventions and act as a tool to engage businesses and landowners in the future development of the town centre.

In Finsbury Park we will work with the London Boroughs of Hackney and Islington to develop a co-ordinated approach to high street improvements at Stroud Green Road including shopfront and public realm works. The project will facilitate and deliver support to SMEs and larger businesses, provide training and promote business development opportunities.

**Please tick the main LEP theme that this proposal relates to:**

Apprenticeships, skills and training ☐

Places of work for SMEs ☐

Business Support ☐

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Resilience and low carbon ☐

Digital, creative, science & technology ☐

Unlocking development ☐

High streets x

**Please tick any other LEP Programme themes that this proposal relates to (tick as many as are relevant):**

Apprenticeships, skills and training x

Places of work for SMEs x

Business Support x

Resilience and low carbon ☐

Digital, creative, science & technology x

Unlocking development x

High streets ☐

**Total NHB funding requested for this proposal: £600,000**

**Please give the split of total capital and revenue funding requested:**

Capital (£): 0

Revenue (£): 600,000

Proposed start date (month and year): April 2015

Proposed end date (month and year): March 2017

### Core Criteria

**Please set out below how your proposal meets the core criteria included in the LEP Programme Quality Threshold Framework.**

**Please give a description of your proposal, setting out its aims and objectives and what it will do**

The Tottenham Strategic Regeneration Framework (2014) states that while Tottenham has great character areas, open space and heritage, more efforts should be made to improve the high street by building upon the historic character of the High Road, enhancing open spaces and improving transport hubs. Therefore a key priority of the Tottenham Regeneration Programme is focused on improving the quality of the shopping experience in the High Road and Bruce Grove, enhancing both the diversity of the retail offer and the physical environment. The proposed LEP projects aim to deliver this via the creation of a regular food market in Tottenham and the redevelopment of underutilised town centre sites, at Tottenham Green and Bruce Grove, for a mix of retail, workspace, community and food and beverage.

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Wood Green Town Centre is not currently meeting its economic potential: it enjoys one of the highest levels of footfall, but lowest levels of spend, among London's Metropolitan centres. The Council is determined to exploit Wood Green's potential to achieve significant growth in the quality, range and supply of housing, jobs and economic activity. It therefore proposes to develop a comprehensive investment framework for Wood Green, identifying opportunities for growth, new links and improvement of public spaces, maximising the potential of new infrastructure investment (including Crossrail 2) and making the most of the Council's own town centre assets. The aspiration for Wood Green combines a dynamic, distinctive and accessible town centre with a better public space, vibrant leisure and a great entertainment offer, with significant housing growth.

The town centre of Finsbury Park is unusually shared by three Boroughs' with the majority of the town centre area falling within Islington. A Tri-Borough Accord unites the Borough's interests and the Finsbury Park Board has guided a Supplementary Planning Document (SPD) through a consultation exercise to adoption by each Borough. The aim of the SPD is to promote the incremental regeneration of the area to reduce deprivation and support the town centre's economic, social and physical development, tackling cross-boundary issues through a place-based approach. The proposed Finsbury Park project, which includes redeveloping additional retail floorspace, as well as shopfront and public realm improvements, will deliver this. Hackney Council is expected to match Haringey's bid of £50k to support the work that Islington Council is leading on the high street in Finsbury Park.

Each aspect of this high streets bid supports the themes of helping businesses, improving the physical environment and providing new facilities and spaces to promote the use of the town centres.

**Strategic fit with LEP priorities: Set out how your proposal meeting the LEP's priorities for the LEP Programme as set out in the [Growth Deal for London](#) and/or the LEP's [Jobs and Growth Plan for London](#)**

### Skills & Employment

The Tottenham Green cafe and workspace proposal will bring an empty building back into use including providing workspace. This project will in partnership with Holy Trinity Church run a catering apprenticeship and training programme. In addition the refurbishment of the building will provide opportunities for construction jobs and training. Significant housing and commercial growth in Wood Green will generate new employment in construction and retail.

### Small and medium sized enterprises

All of the high street proposals will offer additional support to SME's via bringing existing empty spaces back into use, providing opportunities for expansion of business space, engaging businesses in the process of change and unlocking development sites.

### Science & Technology

The scale of the opportunity in Wood Green that would be unlocked by the Investment Framework would facilitate the introduction of innovative and state of the art construction techniques. The Tottenham Green cafe and workspace would establish an innovative model for co-working with community organisations.

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### Infrastructure

The Bruce Grove station proposal will enhance the work planned by key partners Network Rail and TFL in this location to create an improved transport hub in the centre of Tottenham. In all three locations covered by this bid we propose place-based interventions to diversify high streets in order that they survive and thrive, in changing economic conditions, support small businesses and enterprises so that they can grow and develop measures to support the increase of residential units within town centres. The Wood Green Investment Framework will capitalise on the opportunity presented by the future Crossrail 2 stations at Turnpike Lane and Alexandra Palace.

### **Deliverability**

Project	Feasibility	Procurement	Delivery
Tottenham Market	April 2015	May-June 2015	June 2015- onwards
Tottenham Green Cafe & Workspace	April- June 2015	July 2015- December 2015	Jan 2016 -March 2017
Tottenham Bruce Grove Station	April- May 2015	June- August 2015	Aug 2015 – March 2016
Wood Green	April 2015- May 2015	April 2015	May 2015- September 2017
Finsbury Park	April - June 2015	July – Sept 2015	Oct 2015 – March 2017

### **Costs – please set out the costs of the proposal below**

	2015/16				2016/17				Total	Total	Total All Years
Costs (revenue)	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2015/16	2016/17	
Finsbury Park (money to Islington at start of financial year)	£25,000				£25,000				£25,000	£25,000	£50,000
Wood Green	£12,000	£35,000	£75,000	£120,000	£58,000				£242,000	£58,000	£300,000
Tottenham Market	£12,500	£12,500							£25,000	£0	£25,000
Tottenham Green-Cafe and workspace	£15,000	£20,000	£20,000		£30,000	£25,000	£50,000	£35,000	£55,000	£140,000	£195,000
Tottenham-Bruce Grove Station	£15,000				£15,000				£15,000	£15,000	£30,000
All costs (revenue)	£79,500	£67,500	£95,000	£120,000	£128,000	£25,000	£50,000	£35,000	£362,000	£238,000	£600,000

**If you are not planning to spend until 2016/17 or later on this proposal, please briefly explain why:**

All projects will start spending in 2015/16 with some preparatory work using match funding taking place at the end of 2014/15, some continue into 2016/2017 for completion due to their procurement requirements and construction timescales.

**Geography - where will the proposal be delivered?**

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The proposal will focus on:

- Tottenham High Road, which is a District Centre and Area for Regeneration undergoing a 20 year regeneration programme.
- Wood Green, which is identified as an Area for Intensification in the London Plan and is also a metropolitan town centre and Area for Regeneration.
- Finsbury Park, as part of a cross-borough project led by Islington but with input from Haringey and Hackney. The London Plan identifies Finsbury Park as an area for regeneration where sustained renewal and investment is required.

### **Evidence based – please set out how the proposal is responding to a clear demand/need and/or the proposal addresses a market failure.**

The Tottenham Retail Study and the Strategic Regeneration Framework identify the need to diversify the retail offer in Tottenham, including an improved food and beverage offer. The proposal for Tottenham will meet this demand in relation to providing additional retail and town centre floorspace for these types of uses. In addition a recent six week pilot of a food market in Tottenham Green demonstrated clear demand for a regular food market in this location.

In relation to workspace provision in Tottenham, the evidence base (JLL/Arup Workspace Strategy November 2013 and emerging Employment Land Study) states that there is demand for well managed start up workspace and co-working. Management and additional services to improve the quality of the tenant experience can support businesses to grow, especially for start-ups, who seek out low cost workspace. Managed workspace in high street locations also supports place-making, creating a cultural identity for the local economy, and brings new operators into the local economy who can drive and curate entrepreneurship, and business growth.

The Haringey Retail Strategy (2013), states that improvements to the provision of comparison retail provision could claw back leakage going to other London centres, outside the Borough. The strategy identifies states that opportunities should be taken to bring vacant retail units back into use and indicates that securing additional retail space in these centres would be beneficial.

In relation to Wood Green the strategy states that there is an opportunity for intensification/improvement to provide modern retail facilities that better relate to the High Road in Wood Green. The proposed Investment Framework will act as the catalyst for this development.

### **Business engagement - the proposal has or plans to involve businesses/employers or business partnerships in its development and/or delivery**

The Tottenham proposals will all offer the chance for existing businesses and retailers in the town centre to engage in the scoping and development stage. In addition, the delivery of the projects will result in the creation of new businesses who will be engaged from the outset. The Tottenham proposals will engage with the following groups in project development and delivery: Tottenham Major Business and Landowners Group, Tottenham Traders Partnership, Bruce Grove Stakeholder Group, and the West Green Road Improvement Group. All of these groups have representatives from the local business community who are supportive of the long term regeneration of the area and will take an active role in project conception and delivery.

## LEP Programme: Template for borough proposals

Wood Green town centre currently has no specific conduit to engage with businesses other than on crime initiatives. This bid will facilitate relationship building with retailers and other major employers in the town centre as well as smaller businesses, using the proposals for change as an initial hook for engagement. It will also investigate the longer-term feasibility of a Business Improvement District for Wood Green.

A primary aim of the proposal in Finsbury Park is to engage businesses in the vision for the town centre across Borough boundaries and create a sense of partnership and consolidation of effort.

### Risk and Issue Register

Project	Risk Description	Owner	Risk Assessment 1-5			Control Measures/ Mitigation
			Probability	Impact	Overall	
Tottenham Market	Planning application consultation shows lack of support for market	SJ	2	4	8	6 week pilot market held. Success measured via survey.
	Licensing committee refuse application for street trading area.	SJ	2	4	8	Brief Licensing colleagues and Members in advance of application being made and gather support for the project.
Tottenham Green- Cafe & Workspace	Insufficient funding available to refurbish the building	SJ	3	5	15	Initial feasibility work will begin prior to April 2015 (funded by LBH) in order to determine likely refurbishment costs. In addition other funding opportunities will be explored in advance of the project delivery phase.
	Business model and suitable operator not agreed with landowner	SJ	2	5	10	Early engagement with the landowner (the Church) has already begun and a shared vision for the site will be agreed
Tottenham- Bruce Grove Station	Landowner not in agreement with proposed designs for the vacant land and arches in front of the station	SJ	2	4	8	Early engagement with landowner and rail operator to ensure a joined up vision for the site is agreed as soon as possible.
Wood Green	Failure to secure local support and buy in for the Investment Framework vision, proposals and principles of change	ZS	2	5	10	Develop a robust consultation strategy and continue to work closely with stakeholders
	Procurement process failing to appoint consultants	ZS	2	5	10	Procurement documentation produced to a high standard. Involvement and sign off of the Project Initiation Group.
	Failure to make effective use of existing Council assets in Wood Green	ZS	1	3	3	Consensus reached that that the Council can make more effective use of its assets to kick start development in Wood Green

## LEP Programme: Template for borough proposals

	Failure of consultancy team to implement framework effectively	ZS	2	4	8	Development of a detailed and robust specification (and consultation on the specification) will minimise the risk of an ineffective team
Finsbury Park	Failure of Hackney to match Haringey NHB bid	JV	1	3	3	Demonstrate to Hackney that Haringey committed and the benefits of matching that commitment.
	Islington withdraw their budget for Finsbury Park	JV	1	5	5	Demonstrate support for Islington's leadership of the overall project through submission of this bid

**Leverage – please set out below your plans to lever-in any additional funding for the proposal in addition to New Homes Bonus. Please state the source and if this is public or private funding. If the proposals has already levered in funding, please state from where and how much:**

Tottenham's projects will benefit from match funding from the borough, as well as the Opportunity Investment Fund, which we already have and is focussed on unlocking private sector investment and targeted principally on projects where the funding can be used as short term equity to de-risk projects. In addition investment is anticipated from private and public delivery partners such as Network Rail, Transport for London, and landowners such as Holy Trinity Church.

For Wood Green, as well as NHB funding and funding from the Council, we aim to lever in private investment from the largest landowners, including Capital & Regional who own The Mall Shopping Centre, to deliver the investment framework.

The Finsbury Park proposal is supported by complementary funding bids from Hackney and Islington as well as an internal project budget identified by Islington. Islington Council has already provided seed funding of approximately £200,000 to support regeneration activity in Finsbury Park, and as part of a broader arts-led place-making programme in the area, Islington has also secured approximately £300,000 of additional funding from private sector partners, S106 and Arts Council England.

A number of the projects are likely to be eligible for the GLA Action for High Streets funding stream.

**Please set out how the proposal adds value to existing interventions and avoids duplication of funding:**

The proposals for Tottenham will add value to the recently delivered Growth on the High Road programme which was funded by the Mayors Regeneration Fund. The programme has delivered public realm improvements to Bruce Grove Station and Tottenham Green. The LEP proposals will add value to these projects by unlocking development sites in these locations, creating the opportunity for retail, community and commercial development in strategic high street locations.

The Wood Green Investment Framework is a completely new piece of work around which only an inaugural meeting with major retailers and other significant businesses in Wood Green has so far taken place. The process of developing the Framework will provide a new (and much-needed) mechanism for bringing together the main stakeholders in the area, and the Framework itself will

## LEP Programme: Template for borough proposals

attract and steer new investment in the area and guide the Council's own interventions, including as planning authority and landowner.

Haringey currently has no budget available to support the shared ambitions in Finsbury Park, so funding sought through this bid will add to the interventions already identified in the Finsbury Park Supplementary Planning Document which to date has been solely funded by Islington. There will be added value, particularly for those businesses within Haringey, through improved communication with stakeholders and partners and engagement with the regeneration programme.

**Value for money – assessors will consider the cost of the proposal and its outputs and outcomes to make a broad assessment of value for money. If you would like to add any other information on how this proposal is good value for money, please do so below. You do not need to complete this section if you have nothing further to add. It is optional.**

In brief, this combined High Streets bid represents value for money in that it boosts three significant centres in the Borough using match funding from within Haringey Council's own budget (at least 35k), and from private investment (£75k committed in principal to Wood Green so far, with significant additional private sector investment to be sought). The Council has already made a significant in-kind contribution towards the work being carried out in Finsbury Park by Islington Council, and this NHB funding will provide a much needed financial contribution to an important tri-Borough project, benefiting businesses and visitors in an area that has suffered from lack of coordinated support.

**Please set out a brief exit strategy – if there are on-going costs, state how these will be met and set out a clear financial and legal exit strategy.**

The Tottenham proposals are all focused on initial start up funding to unlock sites and deliver projects. It is not envisaged that there will be long term revenue or capital implications for any of these projects. The delivery of the cafe and nursery proposals will be dependent on a viable business plan for an operator being in place at the outset as well as a legal agreement between the landowner and the Council prior to capital refurbishment works taking place.

The market will be established on basis of a cost share model between the successful operator and the Council whereby the Council recovers its costs for staging the market (such as refuse collection, electricity and street cleansing) from the income generated.

The purpose of the Wood Green Investment Framework is to set out ambitions for significant growth in the town centre and to secure investment for commercial, retail and housing development. The production of the Framework is a one-off cost; its implementation will be for the Council and other partners.

Haringey's contribution to Finsbury Park is limited to the two years covered by this bidding round. It is anticipated that the activities programmed in Finsbury Park will be complete by March 2017 and that these specific elements will not require further funding.

## LEP Programme: Template for borough proposals

### Themed Criteria

Please set out below how your proposal meets some or all of the criteria for the main LEP Programme theme it relates to, as well as any other LEP Programme themes relevant to your proposal:

High Street Criteria met	Wood Green Investment Framework	Finsbury Park	Tottenham Market	Tottenham Green- Cafe and workspace	Tottenham-Bruce Grove Station
<b>Proposals deliver/support additional activity in the town centre resulting in economic and wider community benefits</b>	Appointing a Business Engagement Management will increase activity and ownership of framework	Support local businesses through Business led Town Centre initiatives e.g. visual merchandising	The market will create additional activity providing opportunities for SME's to sell directly to customers	This would establish an innovative model for co-working with community organisations	Will provide space for several new business in vacant buildings and underused public space
<b>Measures in place to measure the additional activity and impact</b>	Base-line data for framework will be established and reviewed	Progress measured against deliverables in Action Plan	6 week pilot demonstrated demand and feasibility testing will continue	This is currently a vacant space where additional activity will have a high impact	
<b>Proposals should improve the look, feel and functionality of the high street and make them more welcoming</b>	The framework will guide the creation of a new public space	A unified vision for the town centre and reverse the neglect and tackle the effects of inaction	The use of this space for a lively retail activity will draw in new visitors will encourage place making in Tottenham	Will result in the refurbishment of a vacant building in partnership with the church trust and enhance the areas role as a meeting place	New retail units will improve facilities at a transport hub adding quality to the shopping experience
<b>Proposals should enhance distinctiveness by drawing out the physical, social, cultural and/or economic character of the high street location</b>	Will result in a dynamic, distinctive and accessible town centre that local people are proud to call their own.	A promotional campaign will draw on the town centres distinctive character and the public lighting project will create a distinct gateway to the town centre	Creates a new destination activity in an underused space	The cafe and commercial test kitchen will encourage new businesses incubated in the workspace and kitchen will move onto the new food market increasing local distinctiveness	By enhancing the design of retail units in the arches and at the entrance to the station, niche retailers will be attracted to the new shopping space
<b>Proposals should increase the diversity of high streets giving people more reasons to work, live and visit high streets</b>	Access improvements to green space, the cultural quarter and Alexandra Palace will increase the diversity of the high street		Both proposals will improve the food and beverage offer in Tottenham and Tottenham Green encouraging visitors to linger longer		The provision of new and intriguing retail units will encourage additional visitors
<b>Proposals could seek to unlock the inherent capacity of High Streets to meet housing need and boost economic activity – engaging with</b>	Will unlock the potential of Wood Green to accommodate major housing growth and new retail and community facilities through best	Identification of Rowans Bowling Alley as an opportunity site for housing and community uses in the Town Centre SPD will provide complimentary homes and		Provides a boost to economic activity resulting in the creation of new businesses within the workspace and new jobs in the creation of the new space, to support long	The unlocking of the railway arches supplemented by new retail space around the station entrance will boost activity

## LEP Programme: Template for borough proposals

development opportunities to help form active high streets	use of private and publicly owned underused sites	facilities under construction above Finsbury Park Station (at City North)		term regeneration	
<b>Places of Work Criteria met</b>	<b>Wood Green Investment Framework</b>	<b>Finsbury Park</b>	<b>Tottenham Market</b>	<b>Tottenham Green- Cafe and workspace</b>	<b>Tottenham-Bruce Grove Station</b>
<b>Proposal will promote SME growth in the area or retains SME's</b>	Increased investment and added footfall will retain SME's	Businesses helped to adapt to changing economic conditions	Provides an outlet for new businesses to test market their products	Catering apprentice training will be provided within the new facility	New small units at a transport hub will promote SME growth

Please set out the outputs and outcomes you expect the proposal to achieve over its lifetime. These should only relate to the New Homes Bonus funding and any funding you have levered in already and secured. Indicative lists of outputs and outcomes are set out for each LEP Programme theme in the Quality Threshold Framework. These are not exhaustive and you can add your own. Please quantify any outputs.

The following is a summary of outputs for all 5 parts of the bid:

Project	Total Value	Growth Deal Funding	Businesses Supported	New Business Units	Premises Improved	Jobs created or safe-guarded	Businesses/ stakeholder s engaged in town centre activities	New homes built/ enabled
High Streets	£1.07m	£600k	68	62	9643m2 40 shopfronts	703	352 businesses 7000 visitors to Tottenham Green market	1260 new homes built

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**Potential to scale up or down:** Boroughs do not yet know their final New Home Bonus (NHB) allocations for 2015/16 and therefore their contribution to the NHB topslice. Please indicate if you could scale up your proposal, or scale it down if needed:

Can scale up ☒

Can scale down ☒

**Political sign-off:** Please indicate whether you have secured political sign-off for this proposal in your borough.

No ☒

If no, please indicate when you expect to have a political decision on this proposal in your borough.

4<sup>th</sup> September 2014