



**Haringey Council**

<b>Report for:</b>	<b>Housing and Regeneration Scrutiny Panel, 18 March 2015</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>Update - Tottenham Regeneration Programme</b>		
<b>Report Authorised by:</b>	<b>Malcolm Smith, Interim Programme Director, Tottenham Regeneration</b>		
<b>Lead Officer:</b>	<b>Malcolm Smith</b>		
<b>Ward(s) affected:</b> <b>All Tottenham wards</b>	<b>Report for Information</b>		

## **1. Introduction**

1.1. This report provides an update on the Tottenham Regeneration Programme. It sets out the background to the programme, progress to date, recent and forthcoming key decisions, and resourcing (staffing and budget).

## **2. Background to the programme**

2.1. In October 2013, Haringey Council commissioned an independent organisation called Soundings to conduct a thorough, five-month consultation exercise called [Tottenham's Future](#) to gather views from the community on their ambitions for the next 20 years.

2.2. The responses fed into and shaped the council's [Strategic Regeneration Framework \(SRF\) for Tottenham](#) (2014), which sets out how the local community's priorities can be achieved through long-term regeneration. It sets out a vision for Tottenham that *'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'*.

2.3. In March 2014 Cabinet approved the SRF, which was then followed in July by the Cabinet-approved SRF [Delivery Plan](#). This sets out sets out the programme of



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projects in the short to medium term that will enable the delivery of the vision for Tottenham, structured around four priorities:

- **People:** Improved access to jobs and business opportunities; world-class education and training; a strong and healthy community;
- **Place:** Better caring for the place and delivering improved public realm in all of the local centres that comprise Tottenham;
- **North Tottenham including High Road West** – a new stadium and an estate regeneration programme centred on Northumberland Park; and
- **Tottenham Hale** – a key area of opportunity, building on the delivery of a new station and a range of mixed-use development.

2.4. The SRF and Delivery Plan were launched at Tottenham Town Hall on 30 July 2014. The event was extremely well-attended and the council has committed to hold an annual conference to review programme delivery and discuss major thematic issues. The next conference will be held in summer 2015.

### 3. Recent and forthcoming Key Decisions

3.1. Recent Key Decisions on the Tottenham Regeneration programme are as follows:

- 3.1.1. **SRF and Delivery Plan** - March and July 2014 respectively;
- 3.1.2. **Tottenham Hale regeneration programme**, to agree the approach to housing delivery for a Housing Zone and the submission of a Tottenham Housing Zone bid to the Greater London Authority - July 2014;
- 3.1.3. **Seven Sisters Regeneration**, Tottenham, Apex House and Wards Corner, to secure the necessary investment in these sites to realise their regeneration potential, including disposal of a long leasehold interest in Apex House to a wholly owned subsidiary of Grainger plc - July 2014;
- 3.1.4. **High Road West regeneration scheme** consultation – July 2014;
- 3.1.5. **High Road West regeneration scheme** - masterplan and next steps, covering the regeneration of the council-owned Love Lane housing estate and land north of White Hart Lane including Peacock Industrial estate – December 2014.
- 3.1.6. **Local Plan Making consultation** - "Preferred Options" for Tottenham Area Action Plan, and "Preferred Options" for Site Allocations Development Plan Document – January 2015.
- 3.1.7. **Site Acquisitions Fund** – January 2015. Approval for the Director of Regeneration, Planning and Development (after consultation with the Cabinet Member for Housing and Regeneration and the Chief Financial Officer) to be granted delegated authority to purchase land and properties within the Borough up to £2.5m subject to set criteria being satisfied.

3.2. The High Road West regeneration scheme December Cabinet report gave authority to the Director of Regeneration, Planning and Development to explore the most



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efficient delivery and procurement routes for delivering the regeneration of the High Road West area and to develop a preferred delivery option for Cabinet to consider later in 2015.

- 3.3. Priority 4 in the council's **Corporate Plan 2015-18** is to '*drive growth and employment from which everyone can benefit*'. Objective 5 within Priority 4 is to '*focus growth, by prioritising new homes and jobs in Wood Green and particularly in Tottenham, where need and opportunity are greatest, and by bringing some of the borough's key community assets into more active use*'. As the Plan sets out, the success of this objective will be measured as follows (Tottenham regeneration specific):
- 3.3.1. We will secure over £1 billion of outside investment in Tottenham's growth by 2018;
  - 3.3.2. Number of residents in Love Lane re-housed as part of estate renewal programme;
  - 3.3.3. Number of businesses successfully re-located or purchased as part of High Road West regeneration programme;
  - 3.3.4. Development partner for High Road West programme will be appointed and early phase of re-housing will be underway;
  - 3.3.5. First phase of Tottenham Hale Housing Zone delivery complete.

## 4. Achievements

- 4.1. The council and its partners including the Greater London Authority (GLA), Transport for London and the Metropolitan Police are working together, and with the private sector, local community and residents to develop and deliver a range of projects. Achievements to date are set out in Appendix 1.
- 4.2. The council, in partnership with the Prince's Charities, Blenheim CDP and the residents associations of Love Lane and Northumberland Park was successfully awarded DCLG Transformation funding in December which is matched against existing spend by these organisations in the area. The £935,000 funding will be used to support the ongoing development of a pathfinder in the Northumberland Park ward and to transform the relationship with residents in social housing, living in and around the estates and likely to be affected by the first phases of the physical renewal programmes to increase their independence and community capacity.
- 4.3. The ambition is for existing residents to directly benefit from the regeneration and to experience better outcomes in line with the vision for Tottenham. The specific detail of programmes were left open and flexible around the four priorities of employment and skills, education, health and wellbeing, and community safety, so that residents could be actively involved in the design and decisions on programmes that will support their own ambitions and priorities.
- 4.4. Following submission of the Tottenham Housing Zone bid last year, the GLA announced on 20 February 2015 that Tottenham has been designated a Housing Zone, one of the first nine in London, with up to 20 Zones expected to be in place by



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the end of 2015. The £44m for the Tottenham Housing Zone offers opportunities to build almost 2,000 new homes around Tottenham Hale, redevelop Tottenham Hale station, open up Lee Valley Regional Park with two new bridges, make Tottenham easier to travel around, and provide new opportunities for retail, commercial and community space.

**5. Resourcing**

5.1. Funding was approved by Cabinet in February 2012 which established a package of £28m Greater London Authority (GLA) investment in Tottenham, in conjunction with council match-funding of £11,700,000. This funding is largely capital or one-off in nature, including the council funding.

5.2. It is worth noting that the delivery of the Tottenham Programme will be funded from a wide variety of sources and it is likely that the bulk of the funding will be external in nature, with significant funding expected from private sector developers, transport providers and central government. The council role is likely to be largely to initiate and enable wider investment. As set out 3.3.1, over £1bn of outside investment is targeted to be secured in Tottenham by 2018, and across the Housing Zone the total value of investment and development is estimated at circa £2 billion.

5.3. In addition to the one-off funding package agreed, there is a base revenue budget for the Tottenham Regeneration team. This budget includes funding for staff posts and external consultancy support. The budget agreed as part of the 2014-15 budget process largely related to the physical regeneration aspects of the programme. The July 2014 Cabinet paper on the SRF Delivery Plan approved an additional £230,000 for the People priority, focused on reshaping of service delivery within Northumberland Park ward. The 2014-15 revenue budget is £2,664,400, detail is set out in Appendix 2.

5.4. Permanent posts and their role as part of the Tottenham Regeneration programme are currently as follows:

<b>Post</b>	<b>Role</b>
Programme Director	Lead the development and implementation of all physical, social and economic regeneration programmes in Tottenham, responsible for the management and delivery of high quality regeneration
Assistant Director, Social and Economic Regeneration, Tottenham	Lead the development and implementation of the social and economic programme through the People priority, coordinating and negotiating input from Council, statutory and voluntary partners and leading on the engagement and empowerment of residents within the programme



Four Area Regeneration Managers (North Tottenham – East; North Tottenham – West; South Tottenham; Tottenham Green, Bruce Grove & Seven Sisters)	Responsible for one of four identified regeneration programme areas, to develop and implement physical, social and economic regeneration projects
Programme Manager	Develop and drive implementation of the physical, social and economic regeneration programme
Town Centre Growth Manager	Promote Tottenham working with local traders and stakeholders, co-ordinate the implementation of initiatives funded by the Council and other partners
Senior Programme Support Officer and Programme Support Officer	Provide programme and administrative support

- 5.5. The role of Programme Director is currently filled by an interim. The post of Senior Programme Support Officer is vacant and is being recruited to.
- 5.6. Other short-term or fixed-term posts will be required as the regeneration programme progresses. A Rehousing Officer has recently been recruited to support the High Road West regeneration, with two temporary rehousing officers currently supporting the post. Two Community Engagement Officers are currently being recruited to provide support in North Tottenham, and temporary resource has been used to provide community engagement to support work to date on the Love Lane and Northumberland Park estates. A pathfinder coordinator and Well London coordinator were recruited in January to support the People priority, and a data and monitoring officer post has been filled by a National Management Trainee. This latter post will be recruited to on a fixed-term basis.
- 5.7. The programme has now had three National Management Trainees (NMTs) who join for a fixed-term placement (6 months), one in 2013, and two in 2014/15. They are from a two-year corporate graduate management development programme (National Graduate Development Programme) run by the Local Government Association. The NMTs are now funded corporately so there is no cost to the programme.
- 5.8. The wider budget includes funding for support from communications, planning and enforcement. These resources are agreed annually so change over time. A Regeneration Communications Manager and Regeneration Communications Officer are based in Corporate Communications but work to support the programme.
- 5.9. The budget for 2015/16 includes additional funding for four Regeneration Project Officers to support the Area Regeneration Managers, and funding for a GIS resource. This was agreed by Full Council on 23 February; officers are not yet in post.



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## **6. Use of Appendices**

Appendix 1 – Achievements to date

Appendix 2 – 2014/15 Tottenham revenue budget



## **Appendix 1 – Achievements to date**

### **February 2012**

- £41m funding and investment approved for the regeneration of Tottenham (Council/GLA)
- Tottenham Hotspur FC £430m stadium development given planning approval
- HRH Prince of Wales and HRH Duchess of Cornwall visit Tottenham High Road

### **March 2012**

- Council/Homes for Haringey begin engaging with Love Lane estate residents about their priorities for improvement
- Launch of '12 in 2012' pledges for Tottenham

### **April 2012**

- Job Centre Plus reopened

### **May 2012**

- Carpetright planning permission approved by the Council
- Tottenham Town Centre Growth Manager appointed
- Tottenham Green Regeneration Stakeholder Group first meeting
- Arup commissioned to produce Tottenham Investment and Development Framework and High Road West masterplan options
- Jobs for Haringey programme launched

### **June 2012**

- Seven Sisters Regeneration Project (Wards Corner site) given planning permission
- 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
- Summer on the Green held as part of the London Festival of Architecture
- Council and Homes for Haringey support the re-launch of the Love Lane Residents Association

### **July 2012**

- 639b opened as community enterprise space by GLA
- First Bruce Grove Regeneration Stakeholder Group meeting – informing proposals for public realm and market improvements

### **August 2012**

- A Plan for Tottenham published
- Work starts to rebuild Carpetright building
- Adams & Sutherland appointed to design Growth on the High Road schemes
- Summer events held, part of programme for Tottenham 2012 & the Cultural Olympiad
- Cruyff Court multi use games area opened in Ferry Lane



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### **September 2012**

- Construction works begin on Phase 1 of Tottenham Hotspur FC development
- Project Tottenham community film festival (part of the cultural programme)
- Tottenham Medley Market takes place on Tottenham Green East

### **October 2012**

- 'Invest Haringey' event held showcasing key sites and development opportunities
- Public consultation on Bruce Grove public realm projects begins

### **November 2012**

- Aldi reopens on the High Road
- TfL agree to invest £20m in new 'gateway station' at Tottenham Hale
- £34m Tottenham gyratory works start
- Public consultation on Tottenham Green regeneration designs

### **December 2012**

- Tottenham Christmas events held – a winter market, music festival and switching on of the Christmas tree lights at Tottenham Green
- £10k 'Town Team' funding awarded
- 'It took another riot' Mayor of London's Independent Panel on Tottenham report published

### **January 2013**

- Tottenham High Street Charter launched
- Planning permission approved for 285 new homes for Lawrence Road

### **February 2013**

- £50m investment in new primary school and 222 homes given planning permission at Brook House
- THFC and Middlesex University announce University Technical College for north Tottenham
- Initial funding awarded by Heritage Lottery Fund for High Road restoration project in north Tottenham

### **March 2013**

- Planning Committee approval of proposal to demolish Chesnut Road building currently used by Opera House nightclub and replace with 64 apartments

### **April 2013**

- Consultation begins on the High Road West masterplan options
- 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





### **May 2013**

- 639 High Road opens as a business and enterprise centre 'From Around Here exhibition & shop' opens at 639 High Road
- Revamped towpath opened on River Lee between Tottenham and Stonebridge Locks
- Consultation begins on the West Green Road Street Scene Improvements project
- Council awarded funding for Tottenham Active from Sport England's Community Sport Activation Fund to get residents playing sport and tackle health inequalities
- Mayor of London confirms £25m funding to deliver four trains per hour between Enfield, Northumberland Park and Tottenham Hale

### **June 2013**

- 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
- Announced that TfL will manage the West Anglia train routes through Tottenham & £90m electrification of the London Overground line through South Tottenham Station
- Consultation begins on the Tottenham Controlled Parking Zone
- Launch of Tottenham News distributed to all residents and business in Tottenham wards
- Completion of £5m restoration programme at Lordship Rec

### **July 2013**

- Cabinet approval of 10 strategic priorities for Tottenham

### **October 2013**

- Agreement signed with John McAslan + Partners to transform an empty Tottenham shop into a design hub offering work placements and training to local people, working with CHENEL
- 'Tottenham's Future' consultation launched, delivered by Soundings

### **November 2013**

- Sainsbury's superstore on the High Road opens; partnership between the Council, THFC, Sainsbury's and Job Centre Plus supported local residents in applying for the 216 roles, the vast majority filled by Tottenham residents
- Special Cabinet meeting approves draft Strategic Regeneration Framework for consultation and a housing investment and estate renewal strategy

### **December 2013**

- Some of Tottenham's longest-serving independent businesses presented with plaques to honour their contribution to the high street
- First Tottenham Young Poet Laureate turns on Tottenham's Christmas lights at the Winter Market



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### **February 2014**

- Tottenham welcomes HRH Prince Charles on his fourth visit to Tottenham since 2011
- Tottenham's Future consultation closes with over 3,700 responses

### **March 2014**

- Cabinet approval of Strategic Regeneration Framework and Tottenham's Future consultation report published
- Planning approval granted for TfL Tottenham Hale 'landmark' station upgrade
- Tottenham Physical Development Framework by Arup published
- Tottenham focus of breakfast talk at New London Architecture
- Council's first attendance at MIPIM (international property investment fair)
- £50m Site Acquisitions Fund approved by the Council
- West Green Road bridge art installation (funded by Arts Council and Council)

### **April 2014**

- The College of Haringey, Enfield and North East London (CHENEL) judged as good or outstanding across all areas, placing it amongst the highest-performing colleges in London
- Planning approval of the first major hotel in Haringey at Tottenham Hale

### **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

### **July 2014**

- First annual Tottenham conference, launching the 20 year vision for Tottenham within the Strategic Regeneration Framework and Delivery Plan
- Launch of series of events for the Tottenham Summer Festival including musical performances and comedy workshops
- Community engagement with local residents at Northumberland Park commences

### **August 2014**

- Broadwater Farm £18million Inclusive Learning Community centre opens
- Timber framed pavilion 'The Green Room' opens on Tottenham Green for community use

### **September 2014**



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- Tottenham UTC opens its doors specialising in Technology and Science for Sport, Health and Engineering. A joint collaboration between THFC and Middlesex University.
- West Green Road Shop front improvements (phrase 1) revealed
- Green Fair hosted on Tottenham Green
- Community engagement with local residents at Tottenham Hale around the new district centre commences
- Harris Academy Tottenham opens (with year 7 students based at Chobham academy for one year)
- The Community Hub, at the Grange, 32-34A White Hart Lane, N17 opens
- Crowland Primary School in south Tottenham rated 'Outstanding' by Ofsted, previously in special measures in 2012

### **October 2014**

- Emilie Sande opens music studios for teenagers on Eade Road, Tottenham
- Community First Fund supported by Haringey Council opens for submissions

### **November 2014**

- N17 Studio opens. Groundbreaking partnership between Haringey Council, John McAslan + Partners and College of Haringey, Enfield and North east London.
- Tottenham Hale Bus Station complete and station re-opened

### **December 2014**

- Cabinet approval of High Road West masterplan proposing the regeneration of council owned Love Lane housing estate and land north of White Hart Lane including Peacock Industrial estate.
- £100m secured for purchase of Apex House by Grainger
- £1m for Northumberland Park ward pathfinder from DCLG Transformation Challenge Award
- Tottenham winter festival hosted on Tottenham Green
- Pupils from Lancasterian, St Paul's and All Hallows, and St Francis de Sales schools visit the House of Illustration

### **January 2015**

- £8million redevelopment of Fusion's Tottenham Green Pools and Fitness, previously known as Tottenham Green Leisure Centre
- Police contact point opens at Northumberland Park Sainsbury's
- Isobel Place and Tottenham Town Hall scheme wins a London Design Award
- Shop Fronts improvement programme phrase 2 commences
- Community Hub, 163 Park Lane opens
- Publication of Haringey Economic Development and Growth Strategy - a wide-ranging plan to drive economic growth in the borough by creating jobs in burgeoning industries and help thousands of people into work



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**February 2015**

- Tottenham Housing Zone bid successful - announced by GLA
- Tottenham Area Action Plan, Regulation 18 consultation begins
- Tottenham Green, £1.5m landscaping project complete including children's playground at Tottenham Green East
- Love Lane residents visit £38m Brook House, North Tottenham residential scheme
- Launch of Well London in Northumberland Park ward
- Pocket Park – Houghton Road, construction begins.



**Appendix 2 – 2014/15 Tottenham revenue budget**

<b>Budget Code</b>	<b>Budget</b>
	<b>£</b>
V30001 Tottenham Regeneration	1,338,500
V30011 N17 Design Studio	23,400
V30012 High Road West	188,400
V30013 Consultation	10,500
V30020 Town Centre Area	50,000
V30021 Tottenham Communications	170,000
V30022 Tottenham Planning	285,000
V30023 North Tottenham Area	36,600
V30024 Tottenham Hale Area	50,000
V30025 Totten Green/Bruce Grove	282,000
V30027 People Element	230,000
<b>Total</b>	<b>2,664,400</b>