

Report for: Housing and Regeneration Scrutiny Panel, 16 November 2015

Item number: 10

Title: Tottenham Regeneration Programme update and approach to consultation

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Lead Officer: Helen Fisher, Programme Director, Tottenham Regeneration

Ward(s) affected: All Tottenham wards

**Report for Key/
Non Key Decision:** Report for information

1. Introduction

- 1.1. Following the programme update provided to the Housing and Regeneration Scrutiny Panel in March 2015, this report is to provide the Panel with an update on the key decisions and programme milestones (recent and forthcoming), and set out the approach to engagement and consultation (statutory and non-statutory, and the depth and timing of the approaches).
- 1.2. Panel members have been invited on a tour of Tottenham in advance of the Committee meeting to see some of the projects underway and the office at 639 Enterprise Centre where the Tottenham regeneration team is now based.

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. Over 3,700 people contributed to the consultation through a variety of methods – including completing canvas cards, visiting a dedicated website, drop-in events and attending various exhibitions, community meetings, and interviews.
- 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 2014 by the Cabinet-approved [SRF Delivery Plan](#). This sets out the programme

of 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, and the council is committed to hold an annual conference to review programme delivery and discuss major thematic issues.

2.5. The second conference was held on Saturday 18 July 2015 at Tottenham Town Hall. Hundreds of people joined a popular exhibition of more than 30 voluntary and residents' groups, local activities, and public and private sector organisations providing services in the area, alongside Tottenham Talks and regeneration drop-in sessions. The event report is available to download and sets out independent analysis of the event following feedback given on the day - [Tottenham Conference Report 2015](#), as well as an update to the [SRF Delivery Plan](#) (2015) setting out progress against each project.

3. Key Decisions and programme milestones

3.1. Key Decisions since the last report are as follows:

- Financial Contribution to Stratford, Tottenham, Angel Road Rail scheme – Cabinet, March 2015: Approval of a financial contribution of £250,000 to the STAR Rail Scheme to provide four trains an hour to Northumberland Park. The funding package was developed with contributions from Network Rail, GLA, LEP, TfL, Haringey and Enfield, scheduled for completion in 2018.
- Relocation of Ashley Road Depot to Marsh Lane and Disposal of Land at Ashley Road Depot – Cabinet, March 2015: Provide a new state of the art facility for the Council's waste management service, remaining Ashley Road Depot site will be available for a new housing development as part of the proposed regeneration of Tottenham Hale, support the sale of part of the Depot land to the Harris Federation in order that a new sports hall and other sports facilities will be constructed to serve the new through school proposed at Technopark and be available for use by the community.
- Rehousing Policy for Regeneration and Renewal Schemes – Cabinet, June 2015: Approval for consultation on the policy which brings together in one document all the relevant statutory provisions (e.g. in respect of Home Loss and Disturbance Payments) and existing council policies (e.g. within the Allocations Policy) with guidance to facilitate the council's estate renewal programme, by more effectively re-housing and

compensating residents required to move and providing vacant possession for development works to take place.

- Holcombe Road Public Realm Scheme - Cabinet Member Signing, 1 October 2015: To enter into contract with the preferred bidder for the redevelopment of Holcombe Road Market and delivery of public realm works (part of the Growth on the High Road programme).
- Haringey's Local Plan (including the Tottenham Area Action Plan) – Cabinet, October 2015: Following Haringey's Local Plan Documents Consultation from February - March 2015, approval to go to Examination in Public on the amended Local Plan Documents. This will be subject to Full Council approval in November 2015.

3.2. Forthcoming Key Decisions scheduled for [November Cabinet](#) consideration are on: Seven Sisters Regeneration, Tottenham, to seek approval for the council to use its Compulsory Purchase Order (CPO) powers to acquire the land required for the Wards Corner development; the Haringey Development Vehicle proposal to establish a vehicle for Haringey to deliver regeneration and achieve new housing, jobs and social and economic benefits, and which may include the Northumberland Park regeneration area; and to seek approval to purchase land at the BP Petrol Station Site at Tottenham Hale to realise the ambitions of the District Centre Framework and meet the council's ambitions for the regeneration of Tottenham Hale.

3.3. It is expected that a Key Decision on the High Road West delivery approach will be taken for Cabinet consideration by early 2016.

3.4. The 2015 update to the [SRF Delivery Plan](#) (published in July) sets out progress made against all projects in the programme. Recent and forthcoming programme milestones include:

- The council secured a grant of almost £1.5million from the Heritage Lottery Fund Townscape Heritage Initiative to reinstate some of the original High Road facades in the [North Tottenham Conservation Area](#) during the coming four years. Work will include repairing the exteriors of buildings and restoring historic architectural features, and a dedicated project officer has been appointed to progress the scheme.
- Tottenham Hotspur Football Club were granted planning permission by the council in 2011 for the redevelopment of White Hart Lane Stadium and the surrounding land in north Tottenham. A [new application](#) was submitted by THFC in September 2015. Subject to Planning Sub-Committee determination, the Club is targeting stadium completion by summer 2018 with the football club moving in for the 2018/19 season.
- A [Crossrail 2 consultation](#) is being run by TfL from 27 October 2015 – 8 January 2016. The council supports the regional route that would revolutionise transport for residents and support the regeneration plans.
- The [Opportunity Investment Fund](#) (OIF) second round of funding is open for applications, with a deadline of 11 December. The OIF is a £3.65m programme launched in March 2015 to enable investment in workspace and employment projects in Tottenham. The fund is jointly provided by the council and the GLA.

- [High Road West regeneration](#): 29 tenants from the Love Lane Estate have now successfully moved to their new homes at Ambrose and Mallory Court in Newlon's housing development on Tottenham High Road. Two design panel workshops have been held with residents (July and September) to give residents the opportunity to influence the design of their new homes and develop a Design Guide. Subject to Cabinet consideration of the best way to deliver the regeneration scheme, it is expected that a development partner will be secured in 2016, a planning application developed in 2017, and new homes will start to be built in 2018.
- In November, the council is supporting all three of the Northumberland Park Resident Associations to host events shaped by residents as part of the Metropolitan Police's Autumn Night Lights activity. The aims of the events are to promote both community safety and an increased sense of community, and also support the ongoing capacity building of the residents associations.
- Work is underway to prepare for the Tottenham Winter Festival on Saturday 5 December, along with the promotion of Small Business Saturday, encouraging people to shop locally.

4. How consultation is undertaken

4.1. Following approval of the SRF Delivery Plan in July 2014, a report was taken to Cabinet in November 2014 for approval of the Tottenham regeneration programme's [community engagement strategy](#).

4.2. The report sets out the three levels of engagement for the regeneration programme:

- Level 1: To support those parts of Tottenham undergoing or preparing for significant physical regeneration, providing the most intensive level of engagement;
- Level 2: Engagement with stakeholder groups around support for specific projects; and
- Level 3: Wider engagement such as the annual Tottenham Conference, website, newsletter, targeted at all residents.

4.3. As the minutes of the meeting set out, Cabinet endorsed the three levels of engagement and resolved that:

1. That the council would host an annual Tottenham Conference, together with partners to review programme delivery;
2. That the council would host and sponsor a range of 'Tottenham Talks' events each year for the duration of the Programme;
3. That the council would continue to support residents and businesses affected by current and future programmes (including estate renewal) in North Tottenham, Tottenham Hale, Seven Sisters and Bruce Grove; and
4. That the council would continue to encourage all residents of the Tottenham Regeneration area to engage via the dedicated website and social media.

4.4. This engagement approach is delivered in line with the council's common law and statutory duties in undertaking consultation, but also consistently seeks to go above and beyond what is statutorily necessary to ensure that residents

have lots of opportunities to give their views and ideas, take part in decisions about the future of their area and are given opportunities to lead and shape change. This is in keeping with the [Corporate Plan 2015-18](#) vision to 'work with communities to make Haringey an even better place to live', and approach to build community capacity.

- 4.5. The approach to engagement has developed as the Tottenham Regeneration Programme has progressed, and as the Cabinet report set out, is based on a consideration of the best use of resources available. The eight Tottenham wards have a population of 120,972 (Source: Office for National Statistics, Mid-Year Population estimate, 2013), so the scale of engagement and approach taken necessarily varies across the programme.

Level 1 – Most intensive level of engagement

- 4.6. In line with the approved community engagement approach, the development of large-scale regeneration plans such as those for High Road West (the masterplan received Cabinet approval following consultation in December 2014), Northumberland Park and Tottenham Hale, remains a key focus for engagement and consultation activity. A summary of all engagement and statutory consultation that has been undertaken relating to the regeneration programme is set out in **Appendix 1**.
- 4.7. In High Road West, huge efforts have been made to ensure residents are involved in regeneration plans and have had opportunities to get involved in planning the future of their area from the outset. Love Lane residents received regular dedicated newsletters before, during and after the masterplanning process, with information about the process, drop-in sessions and events where they could have their say. The council supported the creation of the Love Lane Residents Association to give residents a clear, independent voice through the process, and helped organise fun days and meetings for the local community. Residents also took part in dedicated design workshops with architects and were taken on guided tours of other regeneration projects in London. These activities helped ensure that residents were making an informed choice when taking part in formal consultation about regeneration plans in High Road West.
- 4.8. As part of the High Road West December 2014 Cabinet report, there was a [Consultation Feedback Report](#), which set out the detail of the extensive consultation and engagement undertaken, and noted that for a consultation of that size, the average response rate is 3% and the Council achieved a total response rate of 7.5%. Council tenants who have moved to new homes have also received a dedicated guide to moving home as well as help from council engagement and re-housing officers. All of these documents are available on the Tottenham Regeneration website pages.
- 4.9. In Northumberland Park, working with the community, the council has developed a Strategic Masterplan Framework that sets out the regeneration opportunity for Northumberland Park and its residents. Now there is a clearer idea of the type and scale of potential change, the council will be working closely the local residents to develop and shape much more detailed regeneration plans for the area. This work will include developing the two now-

established Residents Associations (Northumberland Park Resident Association; Stellar House, Altair Close, the Lindales, Bennetts Close Residents Association) further to ensure they can shape the regeneration plans, appointing independent advisors to support local residents, and facilitating visits to other regeneration projects in London so residents can see what they do and do not like.

- 4.10. For both Love Lane and Northumberland Park residents, dedicated newsletters (issued to c.300 and c.2700 residents respectively) have been issued at key points in the development of future plans, and will continue to be, to make sure residents are fully aware of what is happening and any opportunities for involvement. Northumberland Park residents first received newsletters to support the Local Plan consultation and what that meant for residents, and subsequently regarding the establishment of the two resident associations. All newsletters are available on the Tottenham Regeneration website pages.
- 4.11. There are two community engagement officers who work with the resident associations across the Northumberland Park ward to build the resilience and skills of local residents, and for Love Lane, there are rehousing officers who hold twice-weekly surgeries open to all residents to show residents how the home bidding process works, teach them how to use the 'Home Connections' website and to support residents to access other departments and services too. For tenants who are renting privately, the rehousing officers can provide advice on who to contact to find alternative accommodation, and a Turkish interpreter is in attendance at these surgeries (details available on the website [here](#)).
- 4.12. 'Team North Tottenham' is a new magazine produced with the community for the community; the first edition was published in October 2015, circulated to c.6,200 residents across the Northumberland Park ward. It aims to offer advice, help, news, and suggests how people can get involved in helping to make North Tottenham an even better place to live, and responds directly to calls from residents for better information sharing and signposting of opportunities and activities in the local area. The magazine will be supported by a dedicated website (www.teamnorthtottenham.com, due to launch shortly) which will include all content for the magazine and act as a 'one-stop-shop' for all local services delivered by the council, public sector partners and local community groups. In the long-term, it will offer chances for residents to take ownership of content and potentially post their own news articles, events and information.
- 4.13. At Tottenham Hale, a series of community events, information days and engagement workshops have been held in October 2014, March and June 2015, to share the emerging vision and plans for the area, and capture local residents' views on the sort of district centre they want to see in their local area. It is a principle that all information used at engagement events is made available on the Tottenham Regeneration pages of the Haringey Council website (information on Tottenham Hale [here](#)). On 26 and 28 November we will be holding two further information events in Tottenham Hale – drop-in exhibition and workshops. The purpose of the events is to present and gain feedback from the community on strategies that will improve the physical environment around

Tottenham Hale; Green and Open Spaces strategy, Streets and Open Spaces strategy and test projects (meanwhile strategy). These three strategies sit under, and support, the District Centre Framework. It is intended the strategies will be taken to Cabinet for consideration early in 2016.

Level 2 – Engagement with stakeholder groups (project focused)

- 4.14. For the development of project-specific initiatives, the council has undertaken a range of activity to support, establish and engage with a range of stakeholder groups. These include the Tottenham Green Stakeholder Group, chaired by the then Cabinet Member for Communities, Cllr Richard Watson, which was established to shape the works to Tottenham Green. These works were undertaken as part of the Growth on the High Road programme of public realm improvement projects, all informed by a series of community consultations. For Tottenham Green these included an independently facilitated consultation in June 2012, and further consultation and stakeholder engagement continued into January 2013 where people were given an opportunity to have their say on initial plans and design ideas. All of the reports are available [online](#). The stakeholder group was formed to scope the works to Tottenham Green and no longer meets, a separate, independent Friends of Tottenham Green group has since been established.
- 4.15. The Bruce Grove Stakeholders Group was established to shape projects in Bruce Grove, also funded through the Growth on the High Road programme. Regular bulletins were issued to update stakeholders, and the most recent meeting of the Group was on 2 November, attended by Cllr McNamara (Cabinet Member for Environment), Tottenham Hale and Bruce Grove Ward Councillors, market traders, local businesses, the Area Regeneration Manager, the Neighbourhood Action team, and members of residents associations. The original objectives of this group have been met, and the approach to be taken in future will be reviewed.
- 4.16. A similar approach was taken to work with residents and local traders to shape the projects to be delivered along West Green Road (through the West Green Road Improvement Group), following the £100,00 funding awarded from the High Street Innovation Fund. Following completion of the projects, this group no longer meets, but some members have joined the Tottenham Traders Partnership. West Green Road was recently recognised as one of the UK's 'rising stars' in the [Great British High Street Competition 2015](#) – for the series of improvements shaped and delivered in partnership with businesses and local people.
- 4.17. Further project specific engagement activity includes Seven Sisters Regeneration, with a dedicated [website](#), and a newsletter issued from the developer Grainger and the council. Following the launch of the N17 Design Studio with architects John McAslan + Partners, a range of talks and engagement events have been held - one of the key objectives of the [N17 Design Studio](#) is to provide a space to both showcase regeneration activity and projects happening in Tottenham and to provide community activities delivered by, and for, the local community. The Area Regeneration Managers, Project

Officers and Town Centre Growth Manager all regularly engage with a wide range of local stakeholders in the development of projects.

Level 3 – Wider engagement

- 4.18. Since June 2013, the ‘Tottenham News’ regular newsletter has been issued to residents and businesses in the eight Tottenham wards to update residents on regeneration news. As the first edition set out, each issue includes information on what is happening in the Tottenham community, including new opportunities and facilities, important changes and ways to get involved in the regeneration of Tottenham. All editions are [available online](#), and the newsletter is emailed out to all those that have subscribed to receive information about Tottenham Regeneration.
- 4.19. The council has committed to hold an annual Tottenham conference, to set out to residents and local stakeholders the progress being made on the regeneration programme. The first conference on 30 July 2014 launched the SRF and accompanying Delivery Plan, and the second, held on 18 July 2015, was targeted at: raising awareness of the regeneration programme; to give residents the opportunity to engage in the regeneration process; to connect the community with opportunities that stem from regeneration, now and in the future; and to further build pride and satisfaction with Tottenham as a place to live. More than 30 voluntary and residents’ groups, local activities and public and private sector organisations providing services hosted stalls in the Town Hall exhibition room. As set out in the conference report, overall people seemed to have found the conference very informative; and they welcomed and appreciated the opportunity to gather different members of the community together to discuss Tottenham’s future.
- 4.20. The council also regularly publicises proposals and opportunities to get involved in the regeneration projects through local press releases, the ‘Haringey People’ publication and social media channels. A dedicated email address for residents to get in touch about Tottenham regeneration is also promoted, which is regularly monitored by the team.
- 4.21. Work is underway to develop a separate website for Tottenham Regeneration, due to launch in early 2016, which will offer more information and opportunities to get involved than is possible from a small section of the Council’s corporate website.
- 4.22. Tottenham Traders Partnership (TTP): This independently chaired and operated partnership is now free to join, and the TTP organises regular meetings with the Council and Police where local traders can raise concerns about their business, regeneration, and meet other traders. The Town Centre Growth Manager works closely with the TTP to promote its activities, the efforts of local businesses to improve the area and to give traders a voice in regeneration plans.
- 4.23. The Tottenham Landowners and Major Businesses Group: This group brings together major business and landowners with public sector partners who are investing in the regeneration of Tottenham, to help the organisations work

together more closely to continue to improve the area. Group members and the minutes of meetings are [available online](#).

Developing the People priority – delivering a social dividend

- 5.1. The Strategic Regeneration Framework establishes the foundation of a People Programme which works alongside the physical development of Tottenham to be able to realise the vision of raising social outcomes for Tottenham's residents. The four outcome areas of focus are education, jobs and skills, crime and safety and health and wellbeing to realise the vision set out in section 2.2.
- 5.2. In November 2014, Haringey was successful in securing a Transformation Challenge Award (TCA) grant from the Department for Communities and Local Government (DCLG) for £935,000 to spend in 2015/16. This funding supports the pathfinder approach of the People programme, which aims to bring together partners, residents, voluntary and community, public and private sectors - to co-deliver better outcomes for residents in the Northumberland Park ward.
- 5.3. This partnership consists of Haringey Council, HAVCO the Prince's Charities, Blenheim CDP and the residents of Northumberland Park ward.
- 5.4. The approach to the resident partnership is to establish, train and capacity build up to 20 Northumberland Park residents to become a 'Resident Board'. This Board will influence and monitor the delivery of over 40 projects and will be an instrumental component of the governance structure overseeing the TCA-transformation challenge award. They will advocate for the local /wider community / in steering the priorities of the TCA fund.
- 5.5. This resident-led governance approach will guide more than just the TCA priorities, it will form a partnership approach between the council and our communities; one based on shared aims. The board is intended to become an integral feature in how the council engage, consult and commission.
- 5.6. Another workstream of the People priority programme is the 'Well London' Programme. As an agreed programme of the Strategic Regeneration Framework's delivery plan and supported by the Transformation Challenge Fund, the programme is a resident-led Health and Wellbeing initiative in the Love Lane and Northumberland Park Estates, which is delivered in partnership with the University of East London. To date there has been significant community engagement activity resulting in a dedicated group of volunteers wishing to deliver health and wellbeing related projects in their estates. The projects have been scoped out of the engagement activities, with residents voting on their priorities at community cafe events.
- 5.7. There is an understanding that these two workstreams alone should not be the entirety of the People Programme. A rescoping of the programme from June 2015 has identified a need for a wider programme that utilises a 'One Council' approach to social regeneration in Tottenham. Objectives have been established and agreed, in line with the four social outcome areas of the SRF. Governance and delivery mechanisms through utilisation of the Corporate Priority Boards are emerging so that the ambition for Tottenham is embedded

as a whole council approach, with the Tottenham Regeneration Team playing a role in coordination and influencing.

5. Conclusion

- 6.1. We would like to reiterate a commitment to the three different levels of engagement set out in section 4.2, and the principle that we will continue to exceed the common law and statutory duties in undertaking consultation.
- 6.2. Regarding a review of engagement to date, the feedback from both Tottenham conferences demonstrated that residents welcome the opportunity to learn more about the programme and wide range of work underway in Tottenham (see the report from the 2015 Tottenham conference [here](#)). The project-focused stakeholder groups were invaluable in shaping the projects that have been delivered.
- 6.3. The Area Regeneration Managers, Project Officers and Town Centre Growth Manager continue to engage with a wide range of stakeholders through their work across the regeneration area, supported by communications and engagement officers, but due to the scale of the population/area, cannot deliver targeted and intense engagement across whole regeneration area.
- 6.4. Engagement resource in the Tottenham regeneration team will continue to be focused in the areas undergoing or preparing for significant physical regeneration, which is currently predominantly focused in North Tottenham. Work will be undertaken to review and consider: 1) how best to use existing resources, for example, to determine the most effective format to provide information to all residents – whether via digital and social media and the dedicated Tottenham regeneration website, continuing to issue printed information, or a combination thereof; 2) how to ensure that engagement continues and is effectively targeted across Tottenham Hale, Seven Sisters, Tottenham Green, and Bruce Grove, and 3) how to most effectively continue the work underway to build community resilience through the programme.

6. Use of Appendices

Appendix 1 – Tottenham Regeneration Engagement Tracker