

Report for: Housing and Regeneration Scrutiny Panel, 6 February 2017

Title: Tottenham and Wood Green Regeneration Programmes

Report

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Ward(s) affected: All 8 Tottenham wards; Noel Park, Woodside, Harringay,
West Green, Alexandra, Bounds Green

Report for Key/

Non Key Decision: Report for information

1. Describe the issue under consideration

1.1. This report is to provide the Panel with an update on the Tottenham and Wood Green regeneration programmes, and consider lessons learned from the Tottenham programme (which is at a more advanced stage) that can usefully be applied to the Wood Green programme.

1.2. It covers the following programme aspects: Area Action Plan development and consultation; supplementary strategies; consultation (statutory and non-statutory); communications; stakeholder engagement; socio-economic regeneration (the People Priority); High Streets; and, programme management.

1.3. It should be noted that a Regeneration, Planning and Development restructure proposal was consulted on with council officers from December 2016 to January 2017 which includes the proposal to bring all regeneration activity together under one Director. The consultation responses are currently being reviewed. This proposal would mean resources such as communications and programme management would be shared, and enable greater exchange of best practice.

2. Update on the Tottenham and Wood Green regeneration programmes

Tottenham Regeneration

2.1. As set out in the **Tottenham Strategic Regeneration Framework** and the accompanying **Delivery Plan** which were approved by Cabinet in 2014 and launched at the inaugural Tottenham conference, the Council is focusing on the following four priorities in the short to medium term to deliver the aspirations captured in the SRF:

2.1.1. **People:** To deliver improved access to jobs and business opportunities; world-class education and training; and a strong and healthy community;

- 2.1.2. **Place:** Better caring for the place and delivering improved public throughout Tottenham;
- 2.1.3. **North Tottenham** including High Road West, a new stadium/leisure destination and a comprehensive estate regeneration and housing renewal programme; and
- 2.1.4. **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.
- 2.2. The Council has held an annual Tottenham conference in July, and published an annual update to the Delivery Plan which sets out the progress of the regeneration projects; the latest update from July 2016 is [here](#). A map of the projects being delivered in the four priority areas is attached at **appendix 1**.
- 2.3. There have been several Key Decisions taken within the last year. In Tottenham Hale:
- February 2016 – Cabinet noted a number of related **delivery strategies for Tottenham Hale**, which focus on important themes such as the quality of the public realm and our green and open spaces and which set out the council’s delivery framework for Streets and Spaces and Green and Open Spaces in Tottenham Hale. This included a series of capital projects which are being progressed to delivery following funding secured from external partners and some through the Capital Programme (as approved by Cabinet in June 2016).
 - July 2016 – Cabinet approval to enter into a **Strategic Development Partnership** with Argent Related Limited Partnership (“Argent Related”), which will involve the disposal of a number of council owned sites to Argent Related in order to secure the comprehensive delivery of a new District Centre at the heart of Tottenham Hale and a significant part of the first phase of the Tottenham Housing Zone. The council expects to enter into the partnership by Q4 2016/17.
- 2.4. In north Tottenham:
- September 2016 – Cabinet noted the key elements of the **Housing Zone Phase 2 funding package** (£62m) which has been allocated by the Greater London Authority to facilitate regeneration in North Tottenham (following the Phase 1 Housing Zone funding of £44m for Tottenham Hale in 2015) and granted approval to agree and enter into an Overarching Borough Agreement with the GLA.
 - November 2016 – Leader’s decision to grant a 99 year lease to THFC for their **outside broadcast facilities**.
 - December 2016 – Cabinet Member decision to vary the Council’s existing contract with GVA Bilfinger for the provision of commercial advice for the High Road West scheme to ensure that there is consistency of commercial advice as procurement, land assembly and business relocation work progresses.
 - January 2017 – Cabinet determination of the proposal to establish a **District Energy Network (DEN)** for the North Tottenham area to support regeneration, and to commence a procurement process to procure

contractor/s to design, construct, operate and maintain the DEN infrastructure, as well as perform billing and metering of customers.

- Following the Cabinet decision in December 2015 for the Council to commence a competitive dialogue procurement process for a developer partner for the **High Road West regeneration scheme**, the procurement commenced in May 2016, 6 bidders were shortlisted in August 2016, and a further shortlisting to three bidders will be announced shortly.
- The council has also undertaken a competitive dialogue procurement process to find a partner for the **Haringey Development Vehicle**, which will include Northumberland Park regeneration scheme as a category 1 site. Cabinet is expected to determine the appointment of the preferred bidder in February 2017.

2.5. In the Place priority:

- The sale of Apex House to Grainger Plc completed in late 2016 and construction works are due to start on site by Spring 2017.
- In November 2015 Cabinet agreed to make a compulsory purchase order (CPO) to assist in assembling land needed to implement the **Wards Corner development** as part of the regeneration vision for Seven Sisters and Tottenham. The CPO was made on 22 September 2016 and the council received formal notification from the National Planning and Casework Unit in December 2016 advising that the Secretary of State for Communities and Local Government has decided to hold a public local inquiry into the CPO. The next stage is for the council to submit its Statement of Case to the Secretary of State and to each remaining objector within 6 weeks of 22 December 2016.
- **Opportunity Investment Fund** – this £3.67m programme, jointly provided by Haringey Council and the Greater London Authority, enables investment in workspace and employment projects in Tottenham. To date, £1.09M has been loaned out to seven businesses which will create 56 new jobs and deliver 60,000 ft² of commercial space with £2.4M still available to lend.

Wood Green Regeneration

2.6. In October 2014 Cabinet agreed to commission an Investment Framework (IF) for Wood Green: a comprehensive plan that will determine how to fulfil the area's potential – to return Wood Green to one of London's top metropolitan town centres - and to secure the investment needed to enable this. This approach also enabled the Council to progress a strategy for its own accommodation and strategic use of its own land and property assets in the area.

2.7. Alongside the Investment Framework it was proposed that an Area Action Plan (AAP) be prepared in parallel that would update the planning policy framework and give statutory weight to the spatial development option progressed for the Wood Green area.

2.8. The production of an Issues and Options document represented the first formal stage in the production of the AAP. The Issues and Options document outlined a number of broad development options, including an emerging preference for one of the four options, for how growth and development might be

accommodated within Wood Green to deliver upon the strategic objectives for the area.

2.9. In January 2016 Cabinet approved for Regulation 18 consultation purposes the publication of the draft Wood Green Area Action Plan: Issues and Options report. Consultation on the Issues and Options for the Wood Green AAP was carried out between February and April 2016 on four options for the regeneration of Wood Green. Generally the community and major landowners of Wood Green, together with public bodies were mostly supportive of widespread redevelopment or significant transformation of Wood Green (Options 3 & 4 in the 2015 Options consultation document).

2.10. The majority of respondents agreed that major change is required to deliver Wood Green's potential. The Council therefore went on to develop a preferred option which would deliver significant change, focussing on an improved town centre, increasing the number and types of jobs in the area, new homes and trading and congregating opportunities.

2.11. In January 2017 Cabinet approved for a second round of Regulation 18 consultation purposes the publication of the draft Wood Green Area Action Plan: "Preferred Option", consultation is due to commence in February 2017.

3. Area Action Plan (AAP) development and consultation

3.1. **Timeline:** A Call for Sites for the Tottenham AAP was undertaken in 2013, with Issues and Options consulted on in 2014, a Preferred Option was consulted on in 2015, and the Pre-Submission version consulted on in 2016 (all documents and consultation summaries available [here](#)). The Tottenham AAP identifies land capable of delivering 10,000 new homes and 5,000 new jobs.

3.2. **Status:** Hearing Sessions were held into the Four Local Plan documents (including the Tottenham AAP) from August-September 2016, and the council published a list of modifications for public consultation in November 2016. The Planning Inspector is due to issue the reports into the Examination in Public on each of the four Local Plans, and subject to the Plans being found 'sound' by the Planning Inspector, the documents will be reported to Regulatory Committee, Cabinet and Full Council for formal adoption in Q1 2017/18.

3.3. The Tottenham Area Regeneration Managers fed into the drafting of the documents by the planning policy officers. The Regeneration Communications team worked with Planning to plan the consultation and engagement activity. This included a dedicated edition of Tottenham News (Feb 2015) which included details on how people could have their say and listed drop-in session dates and locations. Dedicated newsletters were sent by Homes for Haringey to specific estates with tailored information and specific drop-in sessions were held. Letters were sent by Planning to affected areas. A supplementary leaflet was produced by the communications team that explained the planning documents – what they were for and how people could get involved in the consultation. The web pages were also updated with all the documents, literature and how to have your say details. Regular 'tweets' were also sent directing people to the dedicated webpage's.

3.4. The Wood Green AAP “Preferred Option”, which Cabinet determined on 24 January 2017, proposes c7700 net additional housing units and 4,000 new jobs. The regeneration and planning officers worked closely together on the Preferred Option. An Issues and Options consultation was held in early 2016, and an organisation with a specialism for engaging with the public was appointed by the council to carry out community engagement to support the development of a future plan for Wood Green. Activities included a pop up shop on the High Road, workshops, events and online surveys.

3.5. **Lessons learned:** close working between planning and regeneration officers, clear and realistic timescales, and a wide range of consultation feedback methods (events, workshops, online surveys, walkabouts, door to door conversations with directly affected parties etc). The consultation approach being taken for the Wood Green “Preferred Option” consultation is detailed in sections 6.26-6.35 of the Cabinet report.

4. Supplementary Strategies

4.1. In Tottenham Hale, alongside the development of the AAP, the Council prepared a District Centre Framework (DCF) for Tottenham Hale. The DCF is a masterplan demonstrating how the AAP could be implemented and new development co-ordinated, including the reorientation of the retail park to a new District Centre serving Tottenham Hale. It accords with the policies and principles in the AAP and is used to engage with the community, landowners and other stakeholders in the delivery of the vision for the area.

4.2. In February 2016, Cabinet approved the adoption of the DCF as the Council’s delivery framework for Tottenham Hale, with a number of related delivery strategies for Tottenham Hale, which focus on important themes, such as the quality of the public realm and our green and open spaces:

- Tottenham Hale Streets and Spaces Strategy : sets out a public realm and movement strategy
- Tottenham Hale Green and Open Spaces Strategy: sets out our approach to enhancing our green and open spaces and the links between them.

4.3. The report included a Tottenham Hale Test Project approach, where the council will work with stakeholders to develop ideas for local projects. The approach allows enterprise or community development ideas to pilot in a low-risk, short-term environment and allowed to grow before being considered for longer term investment. The report also identified a number of individual projects to be delivered alongside the provision of new development to improve the streetscape and green spaces in Tottenham Hale and enhance links through and to the surrounding area including the Lee Valley Regional Park, which officers are taking forward as a first delivery phase.

4.4. Lessons learned:

4.4.1. The development of the supplementary strategies for Tottenham Hale met the specific needs of an area that will undergo significant transformation with the creation of a new district centre, and that will be progressed by a range of partners due to the disparate land ownership. It also enabled clear investment decisions to be made on required project interventions, with significant external funding secured through the Housing

Zone. Regeneration activity across north Tottenham with the High Road West, Northumberland Development Project and Northumberland Park regeneration schemes does not face the same situation.

- 4.4.2. In north Tottenham, there is a masterplan in place for High Road West, the NDP scheme has planning permission and construction is underway, and there are masterplan framework principles in place for Northumberland Park. As set out in the September 2016 Cabinet report, a significant package of Housing Zone funding has been secured for north Tottenham. A Green and Open Spaces framework is being developed by officers for north Tottenham to coordinate the approach across the three areas which will be progressed further working with the partners for High Road West and the HDV once appointed.
- 4.4.3. The Council is considering the preparation of a strategy to guide the next phase of the High Road regeneration, to set out areas of focus and approaches to arts and culture, retail and workspace, public realm.
- 4.4.4. In Wood Green, alongside the AAP, the council has commenced the preparation of an Investment Framework. The Wood Green Investment Framework is intended to act to spur investment in Wood Green, including co-ordinating and influencing the plans of major landowners, the Council, and local businesses. Together the AAP and the Investment Framework will provide a comprehensive, and statutory, framework that provides clarity and certainty to landowners, developers, service providers and the community about how places and sites within the Wood Green AAP area will develop.
- 4.4.5. Again, the specific needs of the area are different and the approach taken has been tailored appropriately, the Investment Framework will identify what strategies need to be taken forward including design guidance for streets and spaces and open spaces as well as identifying which parts of the growth area need further design work in the form of a series of a *“mini masterplans”*.
- 4.4.6. It is envisaged that a series of “mini masterplans” will be developed over the next two years. If the council has a strategic role to play, for example in the delivery of the new school, then the masterplan will be led by the council. Some of the mini masterplans will be delivered by the private sector in close consultation with the council, for example the masterplan for the Shopping Mall site; it is envisaged that the HDV will lead on some of the “mini masterplans” in due course. The advantage of this approach is that the masterplans are smaller and more deliverable and flexible than a growth area wide masterplan, developed at an appropriate stage in the programme reducing the amount of potentially abortive work or work which may become out of date.
- 4.4.7. In addition, the Head of Regeneration (the officer leading the Wood Green work) previously led the work on the Tottenham Hale supplementary strategies so is able to draw upon the experience, findings and approach as required. Learning from Tottenham Hale, the Investment Framework will also set out a long list of potential placemaking and infrastructure and

investment projects, the team will then work with all stakeholders to prioritise these projects and this will form the capital strategy for the following three to ten years.

5. Consultation (statutory and non-statutory)

5.1. A report detailing the approach taken to consultation (both statutory and non-statutory) and engagement across the Tottenham regeneration programme was submitted to the Housing and Regeneration Scrutiny Panel in November 2015 ([here](#)) which set out the three levels of engagement for the regeneration programme and all activity to date:

- 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, dedicated Tottenham website, newsletter, targeted at all residents.

5.2. Engagement resource in the Tottenham regeneration team has continued to be focused in the areas undergoing or preparing for significant physical regeneration, which is currently predominantly focused in north Tottenham, working closely with the residents associations and other groups. Work is underway 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; and 2) how to ensure that engagement continues and is effectively targeted across Tottenham Hale, Seven Sisters, Tottenham Green, and Bruce Grove, taking account of the successful engagement work to date in north Tottenham.

5.3. The consultation and engagement work that has been undertaken in Wood Green is clearly summarised on the council's dedicated web page [here](#), a principal also applied across all Tottenham activity – the website is updated with all consultation materials and a summary of findings where applicable.

5.4. **Lessons learned:** Same approach taken across both programmes – a commitment to be proactive in consulting with a wide and diverse range of people and stakeholders. Ongoing requirement to review the resources available for communications (which with the restructure proposal will be shared across Tottenham and Wood Green) and methods of engagement including trialling new software.

6. Communications

6.1. A dedicated Regeneration Communications Manager was appointed in June 2014 with overall responsibility to plan and provide strategic communications advice to support the effective promotion and successful delivery of the Council's regeneration programmes - with a particular focus on Tottenham. The team was expanded to include Regeneration Communications Officer in October 2014.

- 6.2. A communications budget was allocated to the programme to ensure residents, stakeholders, staff and current or potential investors were effectively communicated to, consulted, engaged and motivated.
- 6.3. A communications strategy and plan across the full communications mix was written and tailored to reach our variety of audiences and deliver core messages in a consistent and joined up approach.
- 6.4. To build recognition and consistency across the regeneration programme, a clear, strong and consistent identity and house style was required across all communications.
- 6.5. A creative identity and supporting rules were developed to ensure the consistent use of the Tottenham identity and its house design style across all Programme communications. This included a logo, typeface, an image library and colour pallet. All carefully selected to reflect vision and strategies for success as outlined in the Strategic Regeneration Framework.
- 6.6. The new identity was developed to raise the profile and awareness of the Programme to both the local community and the investor community and clearly promote our core messages of Tottenham as a place with 'Superb transport links, a destination of choice and enormous potential'.
- 6.7. A collection of collateral and supporting communications materials have been developed for our investor audiences and been used at events including MIPIM, London Real Estate Forum, NLA breakfast events, and 'Tottenham on Location.'
- 6.8. Consistent and regular communications were required for our local community, to ensure they felt informed, engaged and able to participate within the regeneration programme. A number of communications channels and media were planned and developed to achieve this including a monthly newsletter 'Tottenham News' delivered to every household in Tottenham, dedicated and timely web pages, as well as specific posters and communications with regards to targeted events and audiences, for example High Road West.
- 6.9. A hoardings strategy was developed and has been adopted by a number of our partners. A set of flexible, modular templates was designed within the Tottenham identity and encapsulating our core communications messages whilst enabling developers to incorporate their own messages and schemes. The templates also have lots of opportunities to incorporate community images, stories and local landmarks which local people feel so proud about. The strategy for all new developments to adopt the template aimed to ensure there was a consistent approach to hoardings across Tottenham with the opportunity to raise awareness of what new developments were coming whilst celebrating what already made Tottenham great. The hoardings have been adopted by Berkley Square Developments (Premier Inn, Tottenham Hale), Grainger (Seven Sisters) as well as some Council-led initiatives. We are currently in further discussions with other partners within the Landowners and Major Businesses Group.

- 6.10. A dedicated Tottenham website (tottenham.london) was launched in 2015. This is a micro site, separate to the Haringey Council main site to promote and communicate the Tottenham Programme to both the community and investors.
- 6.11. A dedicated Tottenham regeneration team email address has been established and is monitored and managed by the communications team.
- 6.12. The Tottenham programme currently does not have its own social media channels. The Haringey Council Facebook, twitter and Flickr sites are used to promote Tottenham messages. These already have a strong audience and there is a bigger resource (Corporate Communications) team to monitor and manage this. However, in more recent months the Regeneration Communications team now have access to upload content.
- 6.13. A database of stakeholders is continuing to be built and updated which is used to send electronic copies of Tottenham News and relevant electronic updates.
- 6.14. The SRF and Delivery Plan were launched at the inaugural 'Tottenham Conference' in July 2014. There have been 3 conferences annually to date. The conference is an opportunity to celebrate all things Tottenham as well as communicate updates on programme's progress and future plan. The 2016 conference had an attendance of hundreds of local people enjoying the Tottenham Green Market, talks, tours, exhibitions and entertainment. There was the opportunity to speak to members of the regeneration team as well as give feedback.
- 6.15. As outlined in the 2014 Delivery Plan, a number of local tours and talks have been hosted through the N17 studios.
- 6.16. Physical display boards have not be located in prominent positions as outlined in the 2014 Delivery plan and need to be reviewed. With the launch of the new website – this has a wider reach as well as being more cost effective and easier to maintain an unsure timely updates.
- 6.17. We are in the early stages of Wood Green communications. Since the Tottenham identity was developed Haringey Council has now rebranded to better represent the ambitious and forward thinking approach of the organisation. With this in mind communications of Wood Green regeneration will be branded under the corporate Haringey Council identity.
- 6.18. Wood Green regeneration has a dedicated section within the council website to update the local community on the council's vision and emerging proposals as well as how to get involved.
- 6.19. At this stage the communications are predominately around consultation and engagement events to get a better understanding of what the communities aspirations are whilst getting them involved in planning for the future.
- 6.20. Consultation and engagement has included statutory consultation for the Wood Green Area Action Plan including 'Issues and Options' and planned

'Preferred Option' in February-March 2017. This activity has gone beyond the statutory requirements to raise opportunities for participation.

6.21. Consultation and engagement for Wood Green has been in collaboration with external expert organisation including Soundings and Public Voice. We will also be trailing 'Commonplace'; an online engagement tool which will give us a strong presence online and through social media channels to enable us to reach a younger audience than in previous engagement activities.

6.22. **Lessons Learned:**

- The importance of a dedicated resource for communications which enables regular, timely and targeted communications;
- Clarification of core communications messages supported by a communications strategy and plan;
- Regular, transparent updates making use of a robust website and face to face communications; and
- Enhanced use of social media and embracing this as an evolving and vital channel of communication.

7. Stakeholder engagement

7.1. The governance of the Tottenham Regeneration programme includes:

7.1.1. A monthly Programme Delivery Board with officers from the council and Homes for Haringey, Greater London Authority (GLA) and Transport for London (TfL);

7.1.2. Quarterly Joint Strategic Forum meetings with the GLA and TfL, attended by the Leader, Cabinet Members for Housing, Regeneration and Planning and Economic Development, Social Inclusion and Sustainability the Deputy Mayors for Planning, Regeneration and Skills and Housing and Residential Development, along with the chief executive and other senior officers from the council, GLA and TfL; and

7.1.3. Bi-monthly Landowners and Major Businesses Group meetings which are attended by the Metropolitan Police, CONEL, THFC, the chair of the Tottenham Traders Partnership, and developers such as Grainger and Lea Valley Estates. Minutes of this meeting are published online.

7.2. Alongside these formal meetings that provide regular engagement with key funding partners and significant stakeholders, are a range of other Boards and Forums to ensure for example that ward councillors are kept informed of scheme progress and to seek their steer, or to focus on key themes such as community safety.

7.3. In Wood Green, the programme is split into the following work streams (1) AAP/ Investment Framework/ Strategic Planning (2) Property and Development and (3) Town Centre Activities which includes business engagement and also the meanwhile projects. Each work stream has an officer level project group and all three report into the monthly Programme Board attended by council officers and the GLA.

7.4. There is an Advisory Board which consists of three major landowners, it is envisaged that this group will get bigger over time. Unlike the Tottenham Landowner Forum, this group is formerly constituted and landowners pay a fee

to be a member, this is in order to raise money to spend on mutually beneficial projects for example construction logistics and transport planning.

7.5. **Lessons learned:** Commitment to regular updates and information sharing with external stakeholders has been seen as a key benefit for the Landowners and Major Businesses Group members, and having the GLA and TfL as partners on the Programme Board and Joint Strategic Forum has meant, where possible, solutions to issues can be identified jointly on a programme where each party has made significant investment to date. The remit of the Joint Strategic Forum has been expanded to include Wood Green regeneration to ensure a joined-up approach is taken.

8. Socio-economic regeneration (the People Priority)

8.1. Our approach to delivering inclusive regeneration and growth against the **People** priority outcomes (improved access to jobs and business opportunities, world-class education and training, and a strong and healthy community) is to:

8.1.1. **Lead** – lead place shaping by putting in place plans and policies that set a high standard about the type of developments that we want to come forward in Tottenham;

8.1.2. **Leverage** – funding and social value from physical developments, procurements of goods and services and from relationships with business;

8.1.3. **Influence** - service delivery to proactively respond to opportunities and challenges in Tottenham; and

8.1.4. **Deliver** - interventions that add value to service delivery by addressing key blockages that prevent people in Tottenham from accessing opportunities.

8.2. One of the main new programmes under the People Priority is the DCLG funded Transformation Challenge Award (£935,000) where a programme of projects have been delivered since 2015 in the Northumberland Park ward. Progress to date has seen 2091 residents engaged, 450 receive training, 48 jobs created and 49 people supported into work. The next phase of this programme was the establishment of a resident-led commissioning board – the Northumberland Park Partnership Board (NPPB) - which will oversee [community applications for projects](#) from a commissioning fund of £210,000 which is being administered by the Selby Trust following an open tender process. This fund also incorporates a participatory budgeting pot for Well London, a Healthy Communities project running in the same area. Over 2000 residents have been engaged through a broad programme of activity in north Tottenham to build participation, community capacity and provide information including commissioning and supporting food growing projects, art and cooking projects, and improving access to psychological therapies.

8.3. The Head of Socio-Economic Regeneration, Tottenham works closely with the Head of Economic Development to identify gaps and commission employment and skills interventions in line with the Council's Economic Development and Growth Strategy. To date this has delivered:

- 306 people supported into sustained employment
- 110 sustained employment outcomes
- 123 apprenticeships pledged
- 47 apprenticeships filled with a target of 60 by March 2017.

8.4. Through inputting into the procurement processes for the HDV partner and High Road West development partner on the delivery of socio economic proposals, we aim to secure substantial additional resources to deliver interventions to support our priorities for Tottenham, including resources secured as the partners signing up to a 'Regeneration Charter' and cascade it through their subcontractors and supply chain.

8.5. Through the proposed Tottenham Regeneration Charter, we are seeking to secure additional apprenticeships, work placements, world of work experiences/tasters, in-kind support and sponsorship from all major developers, businesses and stakeholders in the Tottenham Regeneration area to support our priorities. For developers we expect contributions to the Charter to be over and above any Section 106 contributions. We plan to roll the Charter out across all key partners and supply chain.

8.6. A draft Charter was presented to the Landowners and Major Businesses Group in June 2016 and following that meeting a series of individual meetings were held with stakeholders to get more detailed feedback. We have had a positive response and are currently redrafting in light of comments. Next steps are to undertake consultation with the schools network, and produce a revised draft for launch in Q1 2017/18.

8.7. There will be a coordinated approach to Section 106 employment and training contributions maximising and supporting delivery e.g. construction employment service linked to the THFC-led Construction Skills Academy. Work is commencing to review the S106 SPD.

8.8. **Lessons learned:** The scale of the regeneration programme in Tottenham including the area covered and the levels of deprivation (Northumberland Park ward is among the 2-3% most deprived nationally) means that there is a concentrated focus of the People priority on Tottenham, and it is not expected that the focus of the team (three officers) would be expanded to include Wood Green. From the work to date on the People priority there needs to be:

- 8.8.1. clarity of approach and messaging;
- 8.8.2. understanding by partners of the very limited resources available;
- 8.8.3. work undertaken through the corporate Priority Board structure; and
- 8.8.4. the approach embedded across all projects.

9. High Streets

Tottenham Regeneration

9.1. The council will complete the Growth on the High Road programme of projects this financial year, which was awarded £2.5 million of funding from the Mayor's Regeneration Fund in 2012. The interventions were scoped in close consultation with residents and stakeholders.

- 9.2. The vision for the work was to better connect local neighbourhoods to the High Road, regenerating the High Road for local people and making it a linear cultural destination for the sub region. The High Road provides the 'connective tissue' linking key cultural assets in the area: from the Spurs Stadium to the Bernie Grant Arts Centre; the public libraries to CONEL; Bruce Castle to Lea Valley Park. The entire length of the High Road is protected as a Conservation Area so it is important that a thorough understanding of the history and significance of the road informs any projects delivered along it.
- 9.3. The programme focused on two important locations on Tottenham High Road Tottenham Green and Bruce Grove. The previously underused Tottenham Green has been re-landscaped and upgraded through a £1.5m project to become a focal point and civic heart for the area and is now home to a popular weekly market and hosts the annual winter festival. The Council is working with partners and stakeholders (BGAC, CONEL, Fusion) to progress discussions around the buildings framing the Green. Following a successful crowdfunding campaign and with funding from the Opportunity Investment Fund, Chicken Town opened in the former fire station adjacent to the Green in November 2015, offering a healthier, community-focussed alternative to fast food outlets.
- 9.4. A programme of shopfront improvements was also delivered along West Green Road to smarten up shop frontages, making for a more welcoming shopping environment, as well as the creation of a 'pocket' park, West Green Road Tropical Park. West Green Road was awarded a Great British High Street Rising Star award in 2015. Continuing up the High Road, the former toilets at Monument Way have been refurbished for use as a cafe/bar, and the council is currently evaluating bids received from interested operators following an open call.
- 9.5. In the town centre of Bruce Grove, Holcombe Market and its surroundings have been redesigned with a new and improved layout. New kiosks and additional units enabled two additional businesses to locate in the area, and new paving has made the space more attractive and easier to use, bringing more activity to the isolated area. Alleyway improvements were undertaken at Albert Place, are nearing completion at Brook Street, and Bruce Grove bridge lighting and painting works already completed.
- 9.6. After two successful years, the ground-breaking N17 Design Studio partnership between Haringey Council, John McAslan + Partners (JMP), and the College of Haringey, Enfield and North East London (CONEL) to transform an empty High Road shop into a design hub offering work placements and training to local people, has come to a close. The project was originally planned as a 1 year pilot but was extended to run until December 2016. As well as taking on six apprentices and providing work experience placements, JMP have worked with pupils and teachers in Haringey Schools running field trips, workshops and interview skills training to actively promote the different career pathways into architecture and design. The building will be re-let.
- 9.7. The Capital strategy as considered by Cabinet in June 2016 included council match funding for Bruce Grove station forecourt, to transform the space in front of Bruce Grove Station, one of Tottenham's oldest rail stations, into a landmark

building to house a cafe or restaurant. Plans were approved by Haringey Council's Planning Committee on Monday 9 November 2015 and the council is working with Network Rail to progress detailed scheme designs.

- 9.8. The 'Amber' list of capital projects requiring a detailed business case reflected project funding for the next phase of High Road interventions. Officers are currently scoping the brief for this work for submission to the council's Capital Board in the summer, and targeting Cabinet consideration in autumn 2017. It is expected this will be of a similar scale and ambition to the Growth on the High Road programme of projects, and officers will look to secure external funding.
- 9.9. There is a dedicated Tottenham Town Centre Growth Manager who works closely with the Tottenham Traders Partnership, oversees the Opportunity Investment Fund and a joint enforcement project focused along West Green Road and the High Road to tackle residential and trade waste issues, and the winter festival. A bid feasibility study was undertaken in 2014 in Tottenham, which found that the conditions were not in place to consider proceeding to a BID ballot, but it should be returned to in future.

Wood Green

- 9.10. The Wood Green Business Forum was formed in July 2015, with representation from national business, independent retailers and other stakeholders, including Haringey and the Metropolitan Police Service. The Business Forum has already developed a "Love Wood Green, Shop Wood Green" brand for Wood Green events.
- 9.11. The Business Forum currently helps to enliven the town centre by developing a programme of business activity, high street events and campaigns. The Wood Green Business forum meets on a monthly basis.
- 9.12. Crime reduction and community safety initiatives in the town centre are an important element of the Wood Green programme and is a highlighted priority through an existing monthly community safety zone sub group which is led by London Metropolitan Police. LB Haringey's Community Safety Team are also working with the Metropolitan Police Service to deliver a business crime reduction partnership in response to the high levels of crime which Wood Green suffers from.
- 9.13. There are currently no BIDs in Haringey, but there is an expectation that Haringey will support and promote the development of BIDs in partnership with local businesses. Haringey commissioned a feasibility study for Wood Green in 2016 - the outcome of which was very positive with over 100 businesses responding to surveys, 67% of businesses interviewed said that a BID would be a good idea.
- 9.14. In February 2017 Haringey will appoint a specialist consultant to support the development of a BID in Wood Green. The commission will involve a facilitated business engagement, including a BID ballot and set-up, with the ballot to take place in Spring 2017.

- 9.15. As part of the appointment, the BID consultant will deliver a number of demonstration projects to demonstrate to businesses how a BID may be able to improve the trading environment:
- Creation of town centre / business website
 - Business Crime Reduction Project (separate capital budget from MOPAC)
 - Business development workshops / networking meetings
 - Love Wood Green – Shop Wood Green Summer Event
 - Small Business Saturday / Christmas festivities.
- 9.16. Following engagement events on Wood Green’s Future, there has been broad support for developing small, meanwhile projects to improve Wood Green in the short-term by providing spaces for local people to make the place unique and support the local economy. As part of the Council’s commitment to bring new activities, cultural events and entertainment to Wood Green, we have launched a dedicated project to bring vacant land, a car park and buildings in Station Road back to life with over £500,000 funding secured from the GLA to deliver:
- Creative workspaces
 - Food and drink events, street food and markets
 - Arts exhibition spaces
 - Better evening activities.
- 9.17. The project is a clear signal that regeneration in Wood Green is starting, and help provide more opportunities and activities for local people and businesses, while plans for long-term investment are drawn up. The first part of the project to be developed was the Green Rooms Art Hotel at 13-27 Station Road which opened in June 2016. The Council is also working to develop the underused offices at 40 Cumberland Road into additional affordable work spaces and studios for local businesses which will open in 2017.
- 9.18. The Investment Framework for Wood Green will identify a number of opportunities to improve the high road from public realm improvements, shop front improvements, window display improvements and events, but limited resourcing will mean that the opportunities will need to be carefully prioritised.
- 9.19. **Lessons learned:** The work undertaken to date reflects the need for site-specific responses, e.g. the conservation context of Tottenham High Road is very different from the specific issues faced in Wood Green. Joint working has been undertaken on bids for funding e.g. New Homes Bonus funding and officers will continue to work together to ensure activity can be coordinated. As already noted, with the restructure proposal this would be further enabled.

10. Programme Management

- 10.1. There is an established programme management approach for the Tottenham regeneration programme, aligned to the corporate programme management approach and templates, with a cycle of monthly project review meetings held by the programme management officers with project managers to review highlight reports, these feed into a monthly programme report which is presented to the Programme Delivery Board. Due to the scale of the

programme, there are a series of feeder boards that report into the Programme Delivery Board.

- 10.2. With the establishment of the Priority Boards reporting structure, with monthly Operational and quarterly Strategic Board meetings, the reporting of the programme was reviewed, and in June 2016, the programme manager for Tottenham Regeneration also assumed the programme management of Priority 4.
- 10.3. Wood Green, due to constrained resources, operates similarly but on a smaller scale, each work stream has an officer level project group and all three report into the monthly Programme Board attended by council officers and the GLA.
- 10.4. **Lessons learned:** Through a dedicated programme management office(r), greater assurance can be undertaken on the constituent projects and ability to draw out dependencies and risks and issues for escalation. With the restructure proposal to bring all regeneration activity within the same service area, it is proposed that a programme support officer role is established for Wood Green and to support Priority 4.

11. Conclusion

- 11.1. There are clear areas of learning between the Tottenham and Wood Green regeneration programmes, but also a need to note that areas/projects within each require consideration as to the best method of delivery and engagement approach with the community and stakeholders. Both programmes face the need to support existing businesses (working with Economic Development), and ensure additional infrastructure required can be secured e.g. health facilities. For common activities such as communications and programme management, the restructure proposal to bring all regeneration activities into one service area will mean efficiencies and sharing of best practice can be more readily facilitated.

12. Use of Appendices

- 12.1. Appendix 1 – Tottenham Regeneration projects map