

**Report for:** Cabinet January 2018

**Title:** Wood Green Strategic Regeneration Framework

**Report authorised by:** Lyn Garner, Director, Regeneration, Planning & Development

**Lead Officer:** Beth Kay, Head of Area Regeneration - Wood Green

**Ward(s) affected:** Noel Park, Woodside, Harringay, West Green, Alexandra, Bounds Green, Hornsey

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

## **1. Describe the issue under consideration**

- 1.1. Haringey has been developing its Investment Framework for Wood Green since 2014, in consultation with residents, businesses and landowners. The Investment Framework refers to suite of documents and strategies which provide a framework for the social, economic and physical regeneration of the area.
- 1.2. The Strategic Regeneration Framework, the subject of this report, sets out the overarching vision and objectives for Wood Green and will underpin current and future documents.
- 1.3. The Area Action Plan sets out the planning policy framework for Wood Green, creating a positive, statutory basis for determining planning applications. This report should be read in conjunction with the Wood Green Area Action Plan Report, elsewhere on the agenda.
- 1.4. Officers are also developing a Development Infrastructure and Investment Funding Study and Delivery Plan which will set out projects and priorities for the short, medium and long term.

## **2. Cabinet Member Introduction**

- 2.1. Wood Green is the second major regeneration priority area in Haringey's Corporate Plan and a new area of change in London. Wood Green is going to be north London's most prosperous and liveable town centre.
- 2.2. The council's strategic framework will deliver 6,400 homes and 4,000 jobs through the delivery of highly accessible, sustainable and well designed places. The regeneration programme will create sustainable neighbourhoods, create jobs for local people and revitalise the town centre.
- 2.3. Haringey has committed to being a Zero Carbon Borough by 2050, and delivering a more sustainable growth agenda. The Strategic Regeneration Framework sets out how we are going to achieve this in Wood Green by focusing on localised carbon reduction programmes, delivering healthier

transportation links, and supporting jobs and companies that will bring forward innovation and a green industrial base for the area.

- 2.4. In line with the Economic Development and Growth Strategy, we want to increase employment levels for Haringey's working age population and increase earnings. The aim is to deliver a better range of jobs, including a greater proportion of jobs in more highly skilled sectors, such as sustainable technology, digital design and skilled/craft manufacturing, with a local workforce able to access the opportunities.
- 2.5. To achieve this, the plan for Wood Green is employment-led, with strategies which will enable increased opportunities for existing businesses to grow, while attracting new businesses to thrive within a rejuvenated urban environment.
- 2.6. We recognise that housing and job growth in an existing metropolitan centre will directly impact existing residential and business communities, and also the environment. It is vitally important to put in place policies and strategies to ensure that communities are supported and will benefit from the growth and environmental impacts are mitigated.
- 2.7. We will work with our stakeholders to support those affected, guaranteeing housing association residents directly affected by the growth a right to return to a replacement home in the new development and supporting existing businesses and social enterprises who are directly affected to find new spaces if they want to stay in Wood Green.

### **3. Recommendations**

- 3.1. It is recommended that Cabinet agrees to adopt the Wood Green Strategic Regeneration Framework (Appendix 1), to be published in March 2018.

### **4. Reasons for decision**

- 4.1. Wood Green has a number of strategic brownfield and regeneration sites and prime town centre redevelopment sites, offering significant potential for new jobs and homes, a better choice of retail and leisure and better east west connectivity.
- 4.2. Since 2014 officers have been developing an Investment Framework for Wood Green comprising several strategic and delivery documents. The intention is that the Strategic Regeneration Framework (SRF) sets the direction for the regeneration of Wood Green with a clear vision and objectives, aligning goals and strategies for physical change with those for wider social and economic improvements.
- 4.3. Major landowners are already developing proposals for sites in Wood Green, including Clarendon Square (the former gas works site) which already has planning permission for over 1,000 homes, and Planning Applications have now been received for three sites in Heartlands area totalling 2,000 homes (including a new Planning Application for Clarendon Square for 1,600 homes). Haringey is in Pre Application for a further four sites in the growth area.

- 4.4. By adopting the plan Cabinet are endorsing the overarching ambition for the regeneration of Wood Green. This will ensure a clear set of priorities which can be communicated to stakeholders and partners. The SRF will be used to communicate the vision and priorities with residents, businesses, landowners/developers and statutory partners. The SRF is also an essential tool for fund raising and lobbying.

## **5. Alternative options considered**

- 5.1. The Council has previously approved for submission a set of Site Allocations for Wood Green totalling approximately 4,300 net additional homes, now adopted as the Local Plan.
- 5.2. Since this baseline a number of different “options” for the redevelopment of Wood Green have also been considered, and consulted upon, including the “Issues and Options Report” where four options for growth were consulted upon and there was support for a high level of intervention, supporting co-ordinated and significant growth in Wood Green.
- 5.3. The vision and objectives for Wood Green have evolved since 2014 as the programme has progressed. The previous draft of the AAP (January 2017 Regulation 18) contained a vision and objectives relating to spatial regeneration policies, though much of the response to the consultation related to the existing communities who would be directly impacted by the proposals.
- 5.4. In order to ensure that the regeneration programme encompasses social and economic change it is necessary to embed an overarching set of objectives which related to the social and economic change as well as physical. This will ensure that local people benefit and that change is sustainable in its broadest sense.

## **6. Background information**

### **Strategic Context**

- 6.1. Haringey Corporate Plan (2015 – 2018): This document sets out an agreed vision to work with communities to make Haringey an even better place to live, by encouraging investment and creating opportunities for all to share in. The plan focuses in two areas, Wood Green and Tottenham, where need and opportunity are greatest. The plan is to deliver new homes and a rejuvenated town centre in Wood Green, with a commitment that people and businesses benefit with improved education and employment prospects, better housing, better health and a greater say in the decisions that affect them.
- 6.2. Haringey Economic Development and Growth Strategy (2015): This strategy sets the direction for Haringey’s economic development and growth over the next five years: enhancing our talent base, growing our businesses and developing our infrastructure. The strategy focusses on addressing all areas where Haringey has a particular need to improve or a chance to grow and lead. The Strategy recognises that there is a strong risk of decline in Wood Green town centre, and calls for the restoration of the area’s status as a key

destination and the development of a Business Improvement District, further supporting the town centres economic health.

- 6.3. Zero : Fifty Commission (2017): The new Mayor of London has stated his ambition for London to be zero carbon by 2050. Haringey is clear in its determination to take a lead among London boroughs in delivering that vision. An independent panel has put forward a set of recommendations, approved at Full Council on 4 December 2017, to inform decision making in the delivery of the major development and regeneration programmes in the borough, most notably in Tottenham and Wood Green. The Commission includes practical but ambitious recommendations including themes such as Mental Health and Physical Wellbeing, Climate Change, Carbon Reduction, Waste and Recycling, Clean Technology, New Build and Retrofit and Transport and Connectivity.
- 6.4. Housing Strategy: The Housing Strategy deals with housing need, supply and the approach to quality and management of existing and new housing stock. Wood Green is identified as a priority area for regeneration and growth. Haringey has recently adopted a revised Estate Renewal Rehousing and Payments Policy (ERRPP) which provides a set of commitments to residents whose properties will be demolished as part of a renewal scheme, including a guaranteed right to return to a replacement home in the new development. The ERRPP will be extended to housing association tenants in Sky City and Page High at the point which a scheme to develop the Mall and Bury Road Car Park site is brought forward.
- 6.5. The draft London Plan (2018): The draft London Plan (2018) identifies Wood Green as an Opportunity Area and one of 14 Metropolitan town centres. The plan sets out the aim of creating a revitalised employment-led Metropolitan town centre. The area benefits from excellent, and - subject to confirmation of Crossrail 2 coming to the area - improving public transport connections and capacity, which make Wood Green an ideal location for growth in employment and service provision to serve the central portion of north London. Key sites are identified which will deliver an expanded employment, retail and leisure offer, as well as new homes.
- 6.6. Local Plan: Wood Green is a Growth Area in The Local Plan: Strategic Policies (2013), is the second major regeneration priority area in Haringey's Corporate Plan. The adopted Site Allocation DPD allocates a number of sites for redevelopment. The Area Action Plan (AAP) will set out a framework for building on the existing policy context and delivering additional new jobs and new homes. The AAP is being prepared in order to ensure that the scale of development and change proposed for Wood Green through 2026 and beyond is positively managed and guided by a planning framework. It aims to ensure that investment decisions meet the aspirations of the local community and the Council for the area as a whole, as well as specific places and locations within it.

## **Wood Green Vision and Objectives**

- 6.7. Wood Green is the borough's principal town centre, and is also home to the Council's main civic offices. It is one of only 14 Metropolitan town centres across London (in the draft London Plan 2017) and plays a vital role in meeting residents' retail, leisure and civic needs in Haringey and surrounding boroughs.
- 6.8. Parts of Wood Green are amongst the most deprived in the borough, with high numbers of residents living in temporary accommodation, high levels of inequality in terms of skills and income levels, low job density and little growth in the local economy. The environment is congested, with poor air quality, poor quality of public realm and deficit of green space in some areas.
- 6.9. Wood Green has a number of strategic brownfield and regeneration sites and prime town centre redevelopment sites, offering significant potential for new jobs and homes, a better choice of retail and leisure and better east west connectivity.
- 6.10. All of these elements have led the Council to identify Wood Green as a Growth Area in the Local Plan, and alongside Tottenham as one of two regeneration priorities in the Council's Corporate Plan. Since 2014 Haringey has been developing the vision and objectives for Wood Green in consultation with residents, businesses, landowners and other stakeholders.
- 6.11. The vision is that Wood Green will become North London's most prosperous and green town centre – a place where people can succeed and are proud to live and work. It will combine outstanding and sustainable places for people to shop, socialise and create, with a wide and varied range of businesses. It will be a focus for opportunity and growth, a productive economic capital for Haringey, where people can come together, exchange ideas and put them into action.

Based on community feedback we have identified the three overarching themes to underpin the sustainable transformation of Wood Green:

- 6.12. **Opportunities on your Doorstep**  
Increasing employment levels – with increased earnings and educational achievement – is a key aim through this transformation. The plans look to create a greater proportion of jobs in more highly skilled sectors, such as sustainable technology, digital design and skilled/craft manufacturing, while delivering training and support so that our residents can access the range of roles created. Existing businesses will be given better opportunities to grow, and Wood Green will attract new businesses able to thrive in a bustling, rejuvenated, environment.
- 6.13. **Sustainable Urban Living**  
Growth, in line with local ambitions, will be delivered in a responsible manner, ensuring neighbourhoods are affordable, sustainable and appealing. A growing population will be supported by the community and social infrastructure that it needs, with good quality, low carbon neighbourhoods creating a healthy and accessible urban centre.
- 6.14. **Revitalising the Town Centre**  
With outstanding connections to the rest of London, people will want to live, work, shop and socialise in Wood Green. The new town centre will be easy to

get to, accessible and better connected to the rest of Wood Green and elsewhere in Haringey. From the arts, creative industries, to the market, library, independent restaurants and businesses and provisions for young people, Wood Green's vast and varied culture will be retained and celebrated, so that there truly continues to be something for everyone.

6.15. There are nine objectives in the Strategic Regeneration Framework matching the same objectives in the Wood Green Area Action Plan:

Opportunities on your Doorstep	Sustainable Urban Living	Revitalise the Town Centre
Build a bigger Metropolitan Town Centre with more employment space, delivering 4,000 new jobs	Deliver 6,400 new homes for existing and new residents to rent and buy in high quality, characterful neighbourhoods	Secure investment in a well-connected, destination which draws people from Haringey and beyond
Maximise opportunities for local residents through education, training, skills and employment	Investment in social and community infrastructure, including parks and a new library	Celebrate, protect and build on Wood Green's diversity and heritage
Support a business destination with the infrastructure in place for existing businesses to grow and to attract new businesses	Design a green, healthy and accessible town centre with welcoming spaces where people enjoy spending time	Make Wood Green a destination of choice, with a strong cultural offer both day and night

There will be four Character Areas in the town centre:

#### 6.16. **Wood Green North**

Vibrant street cafes and restaurants on Station Road will sit amongst brand new offices, injecting life into the north of the centre. A transport hub, linking Haringey to central London and beyond, it will be the first thing many visitors see as they come into Wood Green, an impressive signal of what the area has to offer. Green links will lead to quieter family areas nearby, connecting residents to a healthier, livelier Wood Green for all to enjoy.

#### 6.17. **Wood Green Central**

Wood Green Mall will be redeveloped to create a new street based town centre, with the Victorian street pattern reinstated to ensure a well-connected and lively town centre. A buzzing town square, bustling pedestrianised shopping streets, a market and expansion towards Alexandra Palace will make the centre of Wood Green the go-to destination for north Londoners. Residents will have leisure, employment, shops and entertainment right on their doorsteps, making them part of a lively, flourishing part of the capital.

#### 6.18. **Turnpike Lane**

As new life is breathed into Wood Green High Road, the benefits will run all the way to Turnpike Lane, with wider pavements, pedestrianised walkways, shops and food and drink spots. Turnpike Lane will be an extension of Green Lanes

with a well-used, safe and active Ducketts Common at the gateway. All kinds of small businesses – including many of those already there – will contribute to the eclectic and inclusive scene.

**6.19. Chocolate Factory and Coburg Road**

A business destination, booming with ideas, creativity and energy will be home to outstanding London artists and makers – a destination for residents and visitors alike. The new Civic Centre will combine office accommodation for Haringey staff and a cultural focus with a new Library and a council chamber which can be used for events and exhibitions. The area will be easy to get to and well connected to the High Road, Station Road and Alexandra Park and Palace where there will be new leisure attractions including water sports and swimming in Palace Ponds.

**Consultation so far**

- 6.20. Haringey Council has had long-standing ambitions to regenerate Wood Green and Haringey Heartlands and various approaches to the regeneration of Wood Green had been pursued prior to this.
- 6.21. In October 2014 Cabinet agreed to commission an Investment Framework for Wood Green: a comprehensive plan that would determine how to fulfil the area's potential and to secure the investment needed to enable this.
- 6.22. In 2015 Soundings; an organisation with a specialism in engaging with the public was appointed by Haringey to carry out community engagement to support the development of a future plan for Wood Green. The process had two stages, the first stage helped understand people's needs and aspirations and the second stage aimed to test objectives and explore ideas with local stakeholders and the community.
- 6.23. The second stage, consultation on the Wood Green Area Action Plan Issues and Options Report (AAP Issues and Options Report), was carried out between February and April 2016. Activities included a pop up shop on the high road, workshops, events and online surveys to collect the views of a broad range of local residents, businesses, traders, service providers, community organisations, landowners and public bodies. A consultation report can be found on the council's website.
- 6.24. A significant percentage of the consultation responses showed support for the highest growth options and the widespread redevelopment of the town centre. The comprehensive redevelopment of the town centre will affect some existing parties and will significantly transform Wood Green's townscape. It was proposed at Regulatory Committee in January 2016 that Haringey repeat the Regulation 18 stage of consultation when a more progressed Area Action Plan Draft Preferred Option (AAP Draft Preferred Option) was ready which would more clearly set out the impact of a high growth approach.
- 6.25. A second round of Regulation 18 consultation took place between February and April 2017 on the AAP Draft Preferred Option supported by Public Voice. We heard the views of people who live in and around Wood Green, people who go there to do their shopping, people who work or run businesses there, and

people who visit for other reasons. We also heard from local landowners, and local and national statutory bodies. Over 1,000 people and organisations provided feedback on the plans for Wood Green, and more than 6,500 people viewed the consultation material online or at an event or public exhibition of the plans. This feedback has informed changes to the revised draft AAP.

- 6.26. A third round of Regulation 18 consultation will be undertaken following a decision by Cabinet on the revised draft of the AAP. The revised 'Preferred Option' AAP will be made available on the Council's website and in locations around Wood Green for the six-week consultation period. At the close of the consultation and engagement period all comments will be collated into a report and published on the Council's website. The Council will then consider the consultation findings and this will influence the final Pre Submission version of the AAP.
- 6.27. Since 2015 Haringey has also been engaging with the business community through the Business Forum and recently established Business Improvement District Steering Group. Members of Wood Green's business community have made their key aims for the future clear. These include creating a strong and vibrant image for the area, working to reduce crime, and having a voice for businesses in future developments.
- 6.28. A key stakeholder is also Noel Park Big Local, who have been working with the community to set out its priorities for the next 10 years, which is that the area is a great place to live where "everyone comes together and feels proud to belong". Key priorities for this group are: Community hubs & activities (such as a community choir and social events), wider provision for young people, groups for the elderly, environment projects (such as community gardening) and boosting opportunities for local people.

### **Delivery**

- 6.29. There are 28 site allocations in the draft AAP, which will comprise over 30 major applications from different landowners. Some of the sites are in the councils control but the majority are not. The Council is currently considering three major Planning Applications which have been recently submitted and is in active pre-application discussions on a further four sites.
- 6.30. Haringey can influence the regeneration of Wood Green by proactively intervening in the market and by providing confident place leadership. Our meanwhile projects are putting Wood Green on the map and giving businesses a hub which has not previously existed; our work with the Business Forum is empowering the business community and supporting businesses to grow; we will be developing marketing and strategies to bring in new businesses and we are putting in place plans to upskill residents so that they are able to benefit from the new jobs.
- 6.31. Confident place leadership is also required to influence and coordinate development by developing policies and strategies, working with landowners, and developing our own land. The Strategic Regeneration Framework will coordinate the regeneration programme with a shared vision and set of



overarching principles bringing together the council, residents, businesses and partners in a shared aspiration for the future of Wood Green.

- 6.32. A draft Delivery Plan has been prepared (Appendix B), setting out the proposed priorities for the first three years. This Delivery Plan is intended to be an evolving document which will be updated on an annual basis. The Delivery Plan will be published after further engagement with key stakeholders and further development of the funding strategies.

### **Council Accommodation**

- 6.33. The decision to relocate the Council's civic and office accommodation to the Coburg Road area is a significant strategic move for Wood Green's regeneration, acting as a catalyst for change. The area around the Chocolate Factory and Coburg Road will be the first of four character areas to change, improving the location for existing businesses and attracting new businesses, it will be better connected to the town centre and Station Road through a network of healthy and attractive streets and spaces.
- 6.34. The proposed new council accommodation including front office, back-office and public library will act as an anchor to the Coburg Road area. The relocation will accelerate change, demonstrating the Council's commitment to and leadership of the wider transformation. The building will add significant community benefit as it will provide a state of the art new library, a comprehensive and bespoke customer service centre and a civic chamber with the potential to host events and be a vibrant and well used hub. The building will be fully accessible, with modern and fit-for-purpose facilities for staff, Members, customers and visitors.

## **7. Contribution to strategic outcomes**

- 7.1. Priority 4: Drive Growth from which everyone can benefit. By producing this document, the Council is sending a clear message that Haringey is intending to deliver significant growth whilst being respectful of the existing stakeholders, community and the environment. The plan will deliver urban living at high densities in successful and sustainable neighbourhoods, job growth whilst ensuring that local residents can access the jobs and deliver significant transformation of the town centre whilst safeguarding existing businesses.
- 7.2. Priority 5: Create homes and communities where people choose to live and are able to thrive. The Investment Framework documents create a policy framework for the delivery of significant housing growth in the Wood Green area, as well as an enhancement of Wood Green Metropolitan Town Centre, which together will create an enhanced Wood Green in which local residents are proud to live, with excellent access to local services and jobs.

## **8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

### **Finance and Procurement**

- 8.1. The Wood Green AAP report elsewhere on the agenda is recommending that Cabinet undertake consultation on the preferred option. The outcome of the consultation will be reported to Cabinet in the autumn of 2018. Concurrent with that report will be the Development Infrastructure and Investment Funding Study (DIIFS) which will detail the investment required in order to achieve the objectives of the AAP.
- 8.2. There will be a need for significant capital expenditure to realise the vision that will primarily be funded from development by land owners, developer contributions in the form of S106, S278 and CIL, other public bodies such as the GLA and TfL as well as the Council. At the conclusion of the DIIFS the capital financing implications will be exemplified so as to inform members decision making.
- 8.3. The redevelopment will provide for a net increase in Council Tax and Business Rates which, as central government support for local government finance declines, will become increasingly important to the Council.

### **Legal**

- 8.4. The Assistant Director of Corporate Governance has been consulted on the preparation of this report, and makes the following comments:
- 8.5. The SRF itself is not a formal local plan document and therefore will not form part of the statutory development plan.

### **Equalities**

- 8.6. The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:
  - tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
  - advance equality of opportunity between people who share those protected characteristics and people who do not;
  - foster good relations between people who share those characteristics and people who do not.
- 8.7. We have been proactive in consulting with a wide and diverse range of people and stakeholders on the preferred option Wood Green Area Action Plan. This will include groups that represent those with protected characteristics.
- 8.8. An Equalities Impact Assessment has been carried out (Appendix C). The impact assessments focus on the potential impact on the nine protected characteristics, as well as the potential for addressing identified inequalities relating to areas of: employment, connectivity/transport, housing, air quality, education, training, skills, health and wellbeing, diversity and crime.

- 8.9. The EqIA recommends a focus on the following issues:
- Accessibility issues at Wood Green and Turnpike Lane underground stations
  - Impact of demolition on Sky City and Page High residents
  - Impact on protected characteristics by the relocation of the Library and Customer Service Centre
  - Potential impact on specific community groups from relocation of community buildings or spaces

## 8 Appendices

**Appendix A** - Wood Green Strategic Regeneration Framework

**Appendix B** – Draft Wood Green Three Year Delivery Plan

**Appendix C** – Equality Impact Assessment

## 9 Local Government (Access to Information) Act 1985

- a. Local Plan: Strategic Policies (2013)
- b. Alterations to the Local Plan: Strategic Policies DPD (Proposed Submission Version, 2016)
- c. Local Plan: Development Management Policies DPD (Proposed Submission version, 2016)
- d. Local Plan: Site Allocations DPD (Proposed Submission version, 2016)
- e. Statement of Committee Involvement (2013)

All documents are available at <http://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-development-framework>