

**TOTTENHAM'S FUTURE
COMMUNITY LIAISON GROUP SERIES 3
FEBRUARY 2014**



Introduction

The third and final series of CLG meetings looked at the transformative strategy relating to jobs and employment, and next steps for the consultation process. The relevant Area Regeneration Manager (ARM) came to each meeting, and Councillor Strickland came to the North Tottenham east meeting. Patrick Jones, from the Economic Development Team, introduced the Employment and Skills Framework document that the team will be formulating. He provided the current context in terms of unemployment in Tottenham, and was there to understand community views on the issues to feed into the Framework – again so the CLGs could meet two aims and demonstrate joined-up working within the council.

On arrival, every participant was given 5 post-it notes and asked to put these against their top 5 priorities of the 20 priorities that had been identified through the consultation process so far – the same list as used in the 2nd questionnaire – which was printed out on A1 sheets. They were asked to write on each post-it why this their priority.

Attendance

Attendance was very high at this series of CLG meetings – 136 people attended in total, representing a wide range of organisations and individual residents and businesses:

CLG3 - BG/SS/TG	Feb 3	Our Tottenham Wards Corner Community Coalition Group Bruce Grove Residents' Network Clyde Area Residents' Association Paige Green Residents' Association Tottenham Green Enterprise Centre Friends of the Earth Tottenham Conservation Area Advisory Committee College of Haringey, Enfield and North East London (CHENEL) Friends of Bruce Castle Museum Tynemouth Area Residents' Association Rockstone Foundation 2XL Recruitment Tottenham Traders Partnership 6 students from CHENEL 13 residents, including young people Total number of attendees: 32
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CLG3 – ST/TH	Feb 4	Haringey Solidarity Group No. 10 Bruce Grove Youth Club Ladybur TMO Broadwater Farm Residents' Association Dowsett Estate Residents' Association HAVCO Haringey Health Service Highway of Holiness Church Tottenham Civic Society Tottenham Community Panel Friends of Down Lane Park Ferry Lane Residents' Association Berkeley Square Developments 8 residents Total number of attendees : 22
CLG3 - NTe	Feb 6	Northumberland Park Over 55's Group Glickmans Redemption Brewery Our Tottenham Living Under One Sun Comeunity Project Cavalry Church of God in Christ Church Project 2020 Barclays Bank Job Centre Plus Northumberland Park Community School Cllr Strickland 26 residents, of whom 6 were young people Total number of attendees : 35
CLG3 - NTw	Feb 12	O'Donovan Waste MLB Solutions Newlon Fusion Rise Empowerment DW General Wood Machinists Love Lane Residents' Association High Road West Business Steering Group Heacorn, Tenterden, Beaufoy & Gretton Residents' Association Sainsbury's Secure on Site Job Centre Plus Selby Trust 639 businesses x 2 Strategic Urban Futures Urban Tattoo TeachTapin Rockstone Foundation Peacock Industrial Estate Business x 4 21 residents, of whom 1 was a young person Total number of attendees: 47

Discussions

Creating new jobs and employment opportunities

- What support do people need to help them get into employment?
- What role could local businesses and other agencies play in getting people in to work?
- What support do small businesses / entrepreneurs need to thrive in Tottenham? What ideas do you have for innovative approaches to this?
- How can major employers be encouraged to invest in Tottenham?
- How can people in Tottenham access jobs across London better?
- How can people in Tottenham access jobs across London better?

Next steps

- Measures of success – what changes do you want to see in Tottenham in 5 years?
- How do you want to continue to be involved in the regeneration of Tottenham?
- How do we continue to engage and communicate with the wider community?

Findings

Creating new jobs and employment opportunities:

1. What support do people need to help them get into employment?

Several issues were mentioned in answer to this question but predominantly the need is for apprenticeships, work experience and mentoring to help people get on and move up the job ladder. There needs to be tailored support for unemployed people, but also training to help people progress in their careers. People thought that apprenticeships should be paid in order to be a realistic option, and also that businesses should be given support by the council to take on apprentices, as the amount of red tape involved puts employers off. Types of apprenticeships mentioned included construction, IT, retail, catering, admin and manual trades.

Access to information about opportunities is vital, eg: through an employment hub that could offer advice as well as information about vacancies, or a website to connect employers and potential employees, highlighting the local skills available. Better trained and more helpful staff at the Job Centres would be beneficial, as well as better communication between job centres who can assess people's needs and colleges who could meet these training needs. Schools should be equipping young people with the practical skills they need to get work, as well as qualifications, eg: by facilitating work experience placements, offering help with CV writing, job applications, interview skills. Many people felt that young people needed their confidence raised, eg: through mentoring, coaching or access to local success stories.

Decent affordable childcare and wrap-around provision at schools is vital to get parents back to work. There also needs to be the decent jobs available that local people can apply for, in particular many opportunities should come out of the regeneration process, eg; in construction, which should be made available to the local community. Jobs created should not be zero contract hours, which are unpredictable in terms of hours and pay.

2. What role could local businesses and other agencies play in getting people in to work?

Local businesses should advertise job opportunities better to local people, eg: through job fairs, websites, doing outreach. The council should help facilitate this by creating a strategy to link businesses with potential employees. There also needs to be an understanding of what skills are needed by local small and medium sized enterprises (SMEs), with training to fill gaps if necessary.

Businesses should be encouraged / incentivised to provide work experience, mentoring and apprenticeships to local people, though it was recognised that this is expensive and bureaucracy-heavy for small businesses, who may need further advice and support to make this happen. Enfield has a successful scheme whereby large companies like British Gas have taken on local apprentices. Haringey could learn from this and be more rigorous in insisting that large companies and institutions coming into Tottenham make this investment in the local community in terms of apprentices and also ring-fencing jobs for local people. Successful local business people could become mentors to local people.

3. What support do small businesses / entrepreneurs need to thrive in Tottenham? What ideas do you have for innovative approaches to this?

A key measure that would help to support local businesses is to reduce rents, business rates and parking charges. In particular the need to be on a level playing field with retail parks in terms of business rates so small businesses can compete. Affordable workspace (whether this is office, industrial or agricultural space) is a priority, with ideas mentioned about using empty and unused properties at minimal cost to showcase new businesses, eg: for licensed pop-up shops/businesses on short leases. Small businesses would benefit from support and mentoring from other successful businesses, with the council providing information for businesses online, eg: around marketing. There was a call for the council to support existing businesses – some industrial estates are full but regeneration seems to be about losing ‘dirty’ manufacturing and replacing these with ‘clean’ industries, like IT. Lack of parking for shoppers is also detrimental to local business – parking policies should be looked at with a view to improving this. Several ideas for encouraging particular industries were discussed, including: specialist, ethnic food production (particularly Caribbean and Turkish which could be made in Tottenham and sold across London); creative industries like film-makers and music industry by providing suitable large spaces; and light manufacturing and specialist engineering.

4. How can major employers be encouraged to invest in Tottenham?

A major part of this is improving Tottenham's reputation and promoting a positive image of the place so businesses want to invest here. The right conditions have to be in place to encourage businesses to come in, including better infrastructure, transport links (especially in the north of Tottenham) and affordable premises. Financial incentives, including tax breaks and reduced business rates, would help. The council should be trying to encourage public sector employers as well as private companies, and also thinking creatively about what green technology and other service requirements the community may have which could be met through new industries setting up in Tottenham, for example: engineering companies manufacturing solar panels to be installed locally would provide jobs. Encouraging large franchises (eg: fashion labels, rather than McDonalds) to open up in the area, to be run as business opportunities by people in Tottenham. Organisations like the North London Chamber of Commerce could be used to encourage businesses to locate in Tottenham.

5. How can people in Tottenham access jobs across London better?

Access to information is vital – more places where people can find out about jobs (more Job Centres, keeping Job Centres open into the evening), advertising through social networks, job page on council website, and on noticeboards in supermarkets, and open up a recruitment agency locally (eg: at 639 Enterprise Centre) to get people into work. An important part of this is using local networks, ie: linking people who live in Tottenham and work outside the area to share knowledge about opportunities. Several people felt that it is vital to raise skill level, aspirations and confidence so people feel like they can access jobs anywhere. One way of doing this is to bring major employers into Tottenham – to Job Centres, local job fairs, youth clubs and schools to highlight opportunities and inspire young people. Also local employers who have branches or HQs elsewhere could offer jobs in these locations too to open up the range of jobs available. There also has to be the right conditions so people can access jobs – through decent, affordable childcare, and subsidised transport costs.

What changes do you want to see in Tottenham in 5 years' time?

How will you know whether the objectives of the Strategic Regeneration Framework have been met?

Through group discussions, the Community Liaison Groups identified a number measures for success for each of the priorities for change. Many of the points set out below are not measurable in their current form but they form a basis for further discussion and set expectations of the council of the ambitious changes that the community want to see delivered over the next five years.

PRIORITY	MEASURES OF SUCCESS
A: Services, facilities and activities for young people	<ul style="list-style-type: none">• Reduction in youth crime by more than 50%, e.g.: less anti-social behaviour• An increase in use of youth services• Increase in the number of activity hubs/centres• Lower prices for activities to encourage more people to use the facilities• Increased publicity for activities, venues and services so more young people access them• Reduction in gang membership and gang crime• Apprenticeship, training and mentoring schemes for young people set up• More green spaces, natural play areas, outdoor gyms, grow your own food places for young people
B: Raising the standard of education	<ul style="list-style-type: none">• More good quality, free schools opened• Literacy and numeracy levels improved for all ages• Key stage 2 results in line with national average• GCSE attainment levels raised in line with national average / GCSE results 85% A-C in 5 subjects• Reduction in the number of school leavers that leave with no qualifications• Reduction in truancy levels/absenteeism• 0% OFSTED failure for Tottenham's schools• Trained career adviser in every school• Increase in the number of Tottenham students going into employment, training or further education• Schools should be at the heart of a community and used by different members of the community at different times of day - extend after school clubs until 6pm; also used for adult education, youth club, evening classes etc

C: Mix of affordable and private housing	<ul style="list-style-type: none"> • New housing developments to have a minimum of 50% affordable housing • New social housing properties built across the area, including family-sized houses on residential streets • Substantial reduction in number of people on housing waiting list • Reduction in time spent by those on housing waiting list in temporary housing, people to be moved into social housing rather than private sector • Reduction in numbers of rough sleepers and creation of hostels for homeless people offering training • Policy implemented to extend Right-to-Buy to 10 years, from 5 years • Assessment carried out of current housing stock to establish the number of empty properties, and state of repair. Repairs carried out on 80% of homes in need of repair • Private landlords regulated, including council control of rent levels • Restriction on the number of houses sold to overseas investors • Develop and enforce design standards for new housing (both private and affordable), including Parker Morris space standards, sound proofing, quality of materials • New social housing developments to provide community amenities eg: play areas and community centres
D: Improving the quality and maintenance of existing housing	<ul style="list-style-type: none"> • Introduction of rent control to keep housing affordable for Tottenham residents • Residents Associations supported in each neighbourhood • Arms Length Management Organisations set up to manage housing stock • Landlords of all Houses in Multiple Occupation (HMOs) to be licensed – money generated by scheme used to pay for inspections and enforcement • All social housing stock to be brought up to Decent Homes standard • Resources in place to enforce planning regulations • Creation of website to enable local property owners to find good, well-reviewed local builders and tradespeople • Training scheme put in place for local unemployed people to be skilled up in cleaning and property maintenance and contracts awarded to local companies
E: Community projects and events	<ul style="list-style-type: none"> • Council to facilitate/support community organisations to put community events on that bring people together and increase local pride • Community-led company set up to deliver community programmes • Support for dedicated staff to fund-raise and make funding applications • Tottenham Carnival re-instated • Green spaces, e.g.: Tottenham Green, Lordship Rec, used for community projects and events • Increased level of publicity and awareness for all community events, both within and outside of Tottenham • Programme of intergenerational events delivered • Volunteer opportunities created and promoted through community projects and events

F: Community empowerment	<ul style="list-style-type: none"> • Locally elected community and youth council, entrusted with real power • Election of a Youth Mayor of Haringey • Comprehensive communication channels and information sharing for the whole community e.g.: emails, social media, community-led newspaper, use of community networks • More interconnections between community groups to deliver projects and to raise awareness of what each are doing e.g. community hubs open to everyone • More co-operative organisations set up • Participatory budgeting for devolved control of how money is spent – for large and smaller sums of money • The Area Forum and Committees and Tottenham Traders Partnership were seen as successful groups • Mechanisms should be in place so the council regularly reports back to the community on progress to date against regeneration targets so they are accountable • Community is consulted in advance of decisions being made about local areas and issues so they can influence what happens
G: More trust and openness between the council and the community	<ul style="list-style-type: none"> • Fewer people will state this as a problem in 5 years time; there will be a positive impression of their elected Cllrs and MPs • All documents and surveys and public feedback will be publicly available for scrutiny • The draft of the SRF should be publicised and circulated before going to cabinet in March 2014 • A Tottenham Regeneration compact will be agreed between the council and community, followed with Annual Reports from Council on Community Regeneration Projects. • Greater visibility, accountability and responsiveness from the council • Greater turnouts at local elections - people of Tottenham take more responsibility for who they vote for • More consultation when important decisions are being made, Tottenham's Future process has worked well • On-going mechanism of consultation – like Tottenham's Future CLGs and drop-in centres • The community will be able to see what they have said has been put into practice – council will have listened. Not just at election times • Effective partnerships and networks will be in place between public / private partnership, youth, residents, businesses to ensure people will know what is happening e.g. Sustainable Haringey Network • Greater equality between east and west of the Borough with regards access to education and other opportunities • Community engagement and involvement is needed to encourage real interaction between the community and council

H: Create jobs and employment	<ul style="list-style-type: none"> • Less people unemployed. The target and aspiration for percentage in employment should be high at least 61% aiming for 95% • Childcare should be made more available and affordable/free for all parents who want to return to work • Full Adult Education programme across the borough • Better communication and understanding of apprenticeships on offer. Double the number and variety currently available • A mentor network in Tottenham • Increase in careers not just jobs created. Improved sustainable employment – not just short, part time contracts • Encourage enterprise spaces, more skilled jobs/employers attracted to the area – more companies offering placements like McAslan • Affordable work spaces that can be used for new local businesses and apprenticeships • Young people will believe they have opportunities and a future • Poverty levels down. No areas of deprivation in Tottenham – compare with existing statistics like Index of Multiple Deprivation • More businesses in the borough, employing more people • People have more income to spend on their properties and homes. Greater pride in the community • Increase in tax revenue
I: Training, apprenticeships and mentoring to help people into work	<ul style="list-style-type: none"> • At least 3000/ 5600/ 7700 in a job or training that are currently on JSA, involved in local mentoring, training and other local schemes • Apprentice/training charter with local employers to employ a minimum number of unemployed persons • Increase employment opportunities and apprenticeships, through council procurement • Increase in number of local people employed by small, medium and large companies • Local people are successfully employed for 75-80% of local jobs • A wider mix of businesses resulting in an increase in annual salary/ hourly rate of pay • Local businesses are thriving –ie: growing and taking on more staff, opening additional branches • Local businesses supported with advice that helps them develop business plans
J: Better mix of shops, cafes and restaurants on High Road	<ul style="list-style-type: none"> • More diverse shops to attract people to Tottenham. Better quality shops - not necessarily global shops, but more artisan shops; book shops • Less betting shops, fast food outlets, hair and nail salons • Healthier food shops at affordable prices especially around schools and colleges – prevent obesity • Current patchwork of stalls joined up to form a market • Community facility and enterprise hub on High Road somewhere for people to go sit and meet, with kitchen etc. • Public toilet provision • Pubs safeguarded • Better shopping mall at Tottenham Hale that is connected safely to the station • Cafe culture, like Dalston, Shoreditch – a place where people feel ok to sit down, socialise and feel part of a community – that include social activities, skills, book clubs, poetry, sewing etc. • Charities and organisations like the Prince's Trust linking with Council activities

	<ul style="list-style-type: none"> Promote local businesses on website/ and magazine; A better 'People's Magazine' supported with local advertising Growth in the numbers of Traders Associations
K: Renovating old buildings	<ul style="list-style-type: none"> Produce list of all heritage assets in Tottenham Ensure that in 5 years, no heritage asset has been lost and that plans are in place to bring them back into use – either as community spaces or business opportunities Restore and re-open Tottenham Royal (old theatre opposite police station on High Road) as arts and cultural venue Derelict public toilets in Bruce Grove restored and used for small, sustainable business Scheme for rent/rates discount or other financial incentive developed to encourage companies to take on and sympathetically restore buildings Heritage Conservation apprenticeship scheme developed Historical landmarks such as the well, monuments and historic buildings identified and celebrated with information plaques (Tottenham Civic Society could have a role in this) Produce an historic tour / map celebrating and raising the profile of Tottenham's history. Local schools involved in creating and leading an historical trail Wards Corner renovated and preserved as a market Bruce Castle archives and museum improved and with increased visitor numbers, e.g.: through events and performances
L: Improving the physical environment – cleaner streets, improved shop fronts	<ul style="list-style-type: none"> Reduction in complaints to the council. Visible improvements –mural paintings, lights, decorations to improve look of streets, clean streets, benches, no rubbish on streets, no broken pavements Improvements to shop fronts – made more attractive. Increase in the percentage uptake of local grants to improve local shop fronts and signage. Maintain heritage – fund improvements using guidelines developed with the Victorian society Introduce surveys/ get feedback from people on how to promote nightlife economy More affordable parking permits More green spaces Graffiti/ young people's artwork – be sensible in the location of this – have particular stretches where you are able to create artworks e.g. Southbank Improved publicity for the area nationally e.g. Metro, Evening Standard All streets gritted in winter Provision of public conveniences
M: Safer streets	<ul style="list-style-type: none"> Better communication and liaison between the police and community Improved lighting, make the area brighter Reduction in anti-social/drunken behaviour on the streets Community projects with the older people to address and alleviate their travel concerns Reduction in traffic on the main roads Appropriate policing (too much policing is not always appropriate) Community wardens for estates/ new build estates/ residential homes More CCTV in areas of high Anti-Social Behaviour

N: Tougher stance on enforcement issues (such as dumping or inappropriate shop signage)	<ul style="list-style-type: none"> Implementation of scheme to 'name and shame' people who have been anti-social e.g. spitting, littering, drinking, and power to impose on the spot fines Greater number of Enforcement Officers on the street to monitor and deal with ASB, including street drinking, fly tipping, fly posting, rubbish dumping Enforce less fly posting on shop fronts Development of community programmes to instil pride in the area and community, including community and cultural projects
P: Providing community spaces and amenities	<ul style="list-style-type: none"> Better use made of current facilities such as libraries for community activities Intergenerational programmes that bring all ages and cultures together Flexible community spaces to accommodate different and future uses – modern, colourful, affordable, fun place for young people Music studios for young people interested in music Increase in community centres in key locations Big businesses such as Spurs should allow their facilities to be occasionally used by the community as part of an agreement with the council Better advertising of 639 Enterprise Centre and other spaces the community can use for free Creation of a community-led local paper delivered to every home in Tottenham; could be set up as a social enterprise. Should include job vacancies in Tottenham and wider area and provide information for local people – updates of what's going on with regeneration plans and positive press Use Bernie Grant centre to promote Tottenham and pull the community together
Q: More and better leisure facilities	<ul style="list-style-type: none"> Delivery of affordable and clean leisure and sports facilities, and maintenance of high service levels More advertising to raise awareness of the facilities available Tottenham Carnival re-instated, as well as other activities that bring people together e.g.: community barbeques and cultural events Promotion of health and well-being through provision of more activities for all age groups at affordable prices, e.g.: cycling, swimming, sports
R: Improving public transport	<ul style="list-style-type: none"> Underground extension to Northumberland Park in operation More frequent overground service at Northumberland Park (trains running every 15 or 30 minutes) More frequent buses on W3 route Renovation and refurbishment of White Hart Lane, Bruce Grove and Seven Sisters stations, including disabled access, lighting and provision of bicycle storage Installation of signage to inform people about transport links in Tottenham
S: Improving pedestrian and cycle access	<ul style="list-style-type: none"> Increase in pedestrian crossings Improvement to safety and design of Bruce Grove crossing junction Disabled, cycle, pram and elderly access to all Tottenham stations Deliver the Alleyways project by Stoneleigh Road Improved pavement quality More cycle racks and better planning with regards to their locations More prominent cycle workshops, bicycle training and road safety awareness courses More cycle routes from Tottenham High Road; cycle path along Lee Valley Clearly demarcated and enforced cycle lanes to improve safety for cyclists and pedestrians

T: Improving existing green spaces	<ul style="list-style-type: none"> More signage and information about green spaces Increase parking facilities near parks Open up Lea Valley so people can see its there; get rid of the wall – make it visible. Make the access to the park safe, open and friendly Maintain Lea Valley Park and all other parks better. Aim for Annual Best Park, Allotment and Fruit/ Veg Awards Improvements to enforcements when it comes to littering Improved lighting in parks More facilities in parks e.g. Downhills: more equipment such as outdoor gyms to encourage families and older people to go there; more cafes. Lordship Lane Rec is a good example Play areas for children; Sports areas for teenagers e.g. tennis courts Re-introduction of Park keepers so parks are always staffed Provision of areas exclusively for dog walkers to keep them separate from other areas in parks
U: Providing more green spaces	<ul style="list-style-type: none"> A 10% increase in green space over the next 5 years. These spaces should incorporate mural paintings, lights and other design features More innovative approach to green spaces e.g. growing food on roofs Multi-cultural space, somewhere everyone can use; Chestnut Park - community centre, beautiful play area, cafe, picnic area with benches.

Next steps for community engagement in the regeneration in Tottenham

The final discussion of the evening looked at how people want to continue to be involved in the regeneration of Tottenham. Below is a summary of the suggestions:

Community forums

There was a consensus at every CLG that there should be continuing meetings where the community can come together with the council to discuss and monitor the regeneration process.

It was generally agreed that the primary purpose of these meetings is ongoing dialogue and feedback from the community on one hand, and information sharing from the council on the other. The meetings should be an opportunity to discuss, monitor and scrutinise progress against regeneration targets and hear forthcoming plans.

People felt that there was value in having an independent facilitator like Soundings to convene the meetings, but that it was very important that the council were present. This representation should be from senior officers and councillors. Some people suggested that the Neighbourhood Forum model could be resurrected, with a specific focus on regeneration issues. Some people felt that the Area Forums, with a standing agenda item relating to the regeneration, were the place for these discussions. However generally it was felt that these are poorly attended and not a great way of engaging the community, and therefore the model would need to be reconsidered.

Most people felt that quarterly or twice-yearly meetings would be ideal, although in areas where there are immediate issues that should be consulted on, there could be ad hoc meetings held more frequently / at more appropriate intervals. Regular meetings could be Tottenham-wide, or continue to be area specific. Ad hoc meetings would – by their nature – be likely to be area-specific, eg: around estate renewal.

Any meetings should be well publicised; open to residents, businesses and other stakeholders; be formally minuted; and records publically available so that the process is transparent.

Information Sharing

It was agreed that the council must share information so that local people feel involved in the regeneration process. There should be a clear communication plan that sets out how people will be kept informed. All information should be easily accessible and publicised well to inform people that it is available.

There were many suggestions for innovative ways of communicating with people, including:

- **Tottenham Newspaper/magazine:** many people suggested this as an excellent way of sharing information and raising the positive profile of Tottenham. It should be a community-led venture that can get information from the council and community groups out to a wide audience across Tottenham. Council funding to set it up would be helpful, but other funding streams like advertising revenue should be researched. It should not be too literary, and could include video/content so that it is accessible to all
- **Physical Space:** people would like a central place where they can come to view plans, have meetings, and meet officers and councillors. Local people, using skills and knowledge, could manage it
- **Online communication:** up to date information about the regeneration and about wider issues/networks, community groups/events should be available online. Potentially an online forum that everyone has access to could be established.
- **Community Radio:** Setting up a community radio or working with an existing station was suggested as a good way of sharing information
- YouTube videos, local cinema, and large screens in public spaces were also suggested as other ways of getting information out to the public.

Community Council

It was suggested that a community council could be set up which would provide a mechanism through which the community could make key decisions. Local people would elect representatives. Terms of reference would need to be drawn up and agreed, and there would need to be declaration of interests.

Involving young people

All groups felt that it is vital that young people (particularly 16 to 22 year olds) be involved and have the opportunity to have their say. A specific youth council/forum for Tottenham was suggested to involve local young people, help make decisions and potentially elect a youth mayor. This could link to existing Haringey youth councils.

Linking to Existing Projects

Many suggestions were made about using existing networks and projects to reach people and involve them in the regeneration process. These include Citizen Advice Bureau, Chamber of Commerce, Job Centre, Good Advice Haringey, and Project 2020.