

2015  
Update

Tottenham



TOTTENHAM STRATEGIC  
REGENERATION FRAMEWORK  
DELIVERY PLAN

# INTRODUCTION

The Tottenham Strategic Regeneration Framework (SRF) approved by Haringey Council's Cabinet on 18 March 2014 sets out seven strategies for success that will guide the Tottenham Regeneration Programme:

1. **World-class education and training** – including new schools, better access to apprenticeships and more Tottenham young people attending university;
2. **Improved access to jobs and business opportunities** – attracting major investment and encouraging local business growth to boost employment;
3. **A different kind of housing market** – improving existing homes and building new, high-quality homes to meet demand at a range of prices and tenures;
4. **A fully connected community with even better transport links** – continuing to improve rail, Tube and bus links, including making the case for Crossrail 2, as well as opening up Tottenham to more walking and cycling routes;
5. **A strong and healthy community** – improved healthcare facilities, reduced crime and strong social networks for young people;
6. **Great places** – putting Tottenham's character and heritage centre-stage while creating better public spaces to meet, shop and have fun;
7. **The right investment and quality development** – building partnerships and securing money to achieve these priorities with a focus on high quality design.

These strategies will support the delivery of the future vision for Tottenham:

*By the age of twenty, a child born in Tottenham today will have a quality of life and access to the same level of opportunity that is at least equal to the best in London.*

The SRF Delivery Plan will focus on the following four priorities in the short to medium term to deliver the aspirations within the SRF and those gathered from the local community as part of the 'Tottenham's Future' engagement programme:

1. **People:** To deliver improved access to jobs and business opportunities; world-class education and training; and a strong and healthy community;
2. **Place:** Better caring for the place and delivering improved public realm in all of the local centres that comprise Tottenham;
3. **North Tottenham including High Road West:** a new stadium/leisure destination and a comprehensive estate regeneration and housing renewal programme; and
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.

By 2025, there will be:

- Up to 10,000 new high quality homes
- Over 5,000 new jobs created or accessed with 1 million sq ft of employment and commercial space added.

This Plan includes sections on:

1. Achievements to date
2. 'Tottenham's Future' engagement programme – how it shaped the Strategic Regeneration Framework
3. The activities to be delivered for each of the four priorities in the short-to medium-term
4. Programme funding
5. Programme risks
6. Governance
7. Communication, consultation and engagement
8. Monitoring including annual review.

**This document is an update to the four Delivery Plan priorities. The full original 2014 document can be viewed at [www.haringey.gov.uk/tottenham](http://www.haringey.gov.uk/tottenham)**

# THE FOUR DELIVERY PLAN PRIORITIES

## PRIORITY 1: PEOPLE

Improved access to jobs and business opportunities; world-class education and training; and a strong and healthy community

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>1a. Community engagement – Prevention, Resilience and Early help</b>						
<b>Resident engagement in place-shaping</b> <b>Lead officer:</b> Assistant Director, Social and economic regeneration – Tottenham (Jan Doust)	Provide opportunities for residents to give their views, tell their stories and design the neighbourhoods in the regeneration area, and shape the community and services offer	Residents Schools Voluntary and community sector Durham University Partnership	£230k consultation and engagement costs £40k youth engagement (existing funding THFC/Y5)	All High Road West and Northumberland Park residents engaged  Plan in place for involving children and young people  Residents Charters agreed and implemented for Love Lane and Northumberland Park Estates	May-September 2014: Engagement plans for residents implemented for High Road West and Northumberland Park  September 2014: Establish engagement hub for residents of Love Lane estate  Summer 2014: Launch of plan for children and young people's engagement (including film)  September 2014: Launch 3 year partnership 'Building Trust in Communities through Digital Media' (TBC)  Autumn 2014: Tottenham schools hold 'Let's talk about Tottenham' day	Resident engagement has continued on the Love Lane estate (High Road West) through the Residents' Association, with the Grange Centre (White Hart Lane) providing an engagement hub since last summer.  In Northumberland Park, following the development of the Key Principles for Change and Strategic Masterplan Framework published in February 2015, the Northumberland Park and Park Lane Residents Association was formed to make sure residents' views are represented in any future regeneration of Northumberland Park. In March 2015 the elected members of the Residents Association were voted in, and the constitution was approved. The Stellar House, Altair Close, The Lindales and Bennetts Close Residents Association is established and agreed the constitution in June 2015. Engagement events and a trial of delivering health checks were delivered from the 163 Park Lane hub in early 2015.  The community engagement plan for Northumberland Park ward is being developed. The Residents Associations are fully engaged in the management of discussions with the broader group of residents and specific capacity building work, funded through a grant from the Department for Communities and Local Government's Transformation Challenge Award for 2015/16, is in progress.  In the autumn term, children and young people from schools engaged in the Northumberland Park pathfinder gave their opinions on regeneration. 'Lets Talk About Tottenham' day was subsumed into a project with the Quentin Blake House of Illustrations where groups of children were able to represent their ideas through art and stories – this was recognised in local and national press.  The Aberdeen University Project 'Building Trust' in communities is underway and is at the research stage. Arrangements are being made to share learning with other local authorities engaged in this research initiative.

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<p><b>Re-shape service delivery in Northumberland Park ward</b></p> <p><b>Lead officer:</b> Assistant Director, Social and economic regeneration – Tottenham (Jan Doust)</p>	<p>Project with residents in the Northumberland Park ward to re-shape the delivery of services in the area.</p> <ul style="list-style-type: none"> <li>• Including for example primary health care, education providers and community safety</li> <li>• To build community resilience and early help, better align services to local need and raise outcomes</li> <li>• Designed with the local community working with the public, private and voluntary and community sectors</li> <li>• First phase will focus on the residents of the Love Lane estate</li> <li>• Following evaluation of the first phase, intended that the approach be used more widely in Tottenham and the rest of the borough.</li> </ul>	<p>Residents</p> <p>Statutory bodies – Council, CCG, MPS, schools</p> <p>Voluntary, community, charity and private sector partners</p> <p>Step Up To Serve</p> <p>Homes For Haringey</p> <p>Durham University Partnership</p>	<p>£130k programme coordination, business analysis, tracking and monitoring</p> <p>£50k resident-led interventions</p> <p>£50k 'Well London' programme</p>	<p>Pilot approach and use lessons learned to inform service redesign</p> <p>Tracking and monitoring to measure impact on key social indicators</p> <p>Increase in resident-led social action</p> <p>Improvement from baseline on key social indicators</p>	<p>May-September 2014: Health Impact Assessment on Love Lane estate</p> <p>September 2014: Data collection and analysis and establishment of project scope, priorities and indicators with all partners</p> <p>September 2014: Confirm research and evaluation arrangements</p> <p>June-September 2014: Residents engagement – agree outcomes, indicators and accountabilities</p> <p>September 2014: Commence delivery of initiatives</p> <p>September-December 2015: Evaluation of first phase</p>	<p>The council along with the Prince's Charities and Blenheim CDP was successfully awarded DCLG Transformation Challenge Award (TCA) funding in December 2014 for the Northumberland Park ward pathfinder to re-shape service delivery in the area, with initiatives focused around employment and skills, health, community safety, and education (£935,000 for 2015/16). The principle of the TCA bid was that it was resident-led. The Community Development Board to steer the TCA will be established in summer 2015, with a call for applicants to be issued shortly.</p> <p>A Health Impact Assessment was conducted on the draft High Road West Masterplan (the latter was Cabinet approved in December 2014). A series of recommendations were made, three of the twelve recommendations were taken forward immediately: inclusion in the Equalities' Impact Assessment of Lifetime Homes standards; ensuring all residents are engaged in the development of documents related to regeneration plans; and coordination of communication to residents to avoid duplication. The remainder will be taken forward as the regeneration progresses further with a development partner in place, e.g. clarify the final mix of housing, exploring the opportunities offered by the Community Infrastructure Levy, align recreational and leisure plans with safety by incorporating simple measures such as trimming park hedges to increase visibility, and ensuring adequate bicycle storage in new developments.</p> <p>The research and evaluation arrangements for the Northumberland Park ward pathfinder are still being developed, and aligned to the new Corporate Plan 2015-18 measures.</p> <p>Delivery on the Well London programme (a community-based health and wellbeing initiative focused on resident training and locally-scoped interventions) commenced in February 2015, with community cafes and community action workshops held on the Love Lane and Northumberland Park estates, supported by community project leads BUBIC and Living Under One Sun. The consultations and Community Action Workshops (CAW) phase of the Well London programme is now complete. All residents were contacted in Love Lane, Northumberland Park and Stellar House and had the opportunity to express their views. Three CAWs were held which residents were invited to attend. The current phase of work is capturing the feedback and priorities expressed by residents and stakeholders and to develop community action plans. Some aspects of the resources for the delivery of Well London are being provided by the DCLG Transformation Challenge Award – this is for 2015-16 and an estimate of the level of on-going resource that will be required is currently being progressed.</p>

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<p><b>Best start in life – supporting children from conception to age 4</b></p> <p><b>Lead Officer:</b> TBA</p>	<p>To form new partnerships with families and community groups to ensure that children aged 0-4 have the best start in life</p> <p>Delivering initiatives to increase prevention, early intervention and economic independence</p>	<p>Parents/carers</p> <p>Voluntary, community and charity sector</p> <p>Prince's Charities</p> <p>HAVCO</p> <p>Statutory services</p> <p>Haringey 54,000 programme</p> <p>Children's Centres and early years providers</p>		<p>Initiatives and measures to be scoped in consultation with the Haringey Big Lottery Fund Partnership Board</p>	<p>June-September 2014: Develop alternative strategy with the Partnership Board following decision of Big Lottery Fund application</p> <p>July-December 2014: Contribute to Early Years Partnership review</p>	<p>Work continued on the council's Corporate Plan 2015-18, this early years' work is captured in Priority 1: Outstanding for all – which will 'Enable every child and young person to have the best start in life, with high quality education'.</p> <p>Consultation on the future of Children's Centres will be launched following Cabinet approval in June 2015 and proposals align with the regeneration area. Further work is progressing on developing the use of Children's Centres within the Northumberland Park pathfinder, potentially as wider centres of information, advice, signposting and guidance as well as considerations regarding the provision of childcare and the contribution that this can make to enabling families to engage with training and employment. This work is closely aligned to the emerging offer at the community hubs in the Grange and 163 Park Lane.</p> <p>HAVCO are leading on a further application against Big Lottery Fund (BLF) 'Reaching Communities' funding – this is based on very similar principle to the original BLF application but with a focus on Northumberland Park and eventual expansion to include Tottenham Hale wards.</p>
<b>1b. Educational outcomes</b>						
<p><b>Education and learning infrastructure</b></p> <p><b>Lead officers:</b> Assistant Director, Social and economic regeneration – Tottenham (Jan Doust)</p> <p>Assistant Director, Schools and Learning Service (Jon Abbey)</p>	<p>Influence and design the education facilities so that there is sufficient, high-quality provision from age 0-25, making Tottenham a learning destination of choice</p>	<p>Greater London Authority (GLA)</p> <p>Department for Education / Education Funding Agency</p> <p>Headteachers and governors</p> <p>Academy and Free School providers</p> <p>Voluntary, community and charity sector</p>	<p>The expansion of existing provision is funded by the Council</p> <p>New provision is funded by Education Funding Agency – determined by DFE and may require the release of land and/or assets to support developments</p>	<p>All Tottenham schools judged as outstanding</p> <p>High quality vocational offer</p> <p>Increase participation in further education</p> <p>Attract best providers where new provision is required</p> <p>Wider use of school buildings to improve the offer to local residents</p> <p>Design of new facilities to establish a Tottenham standard for excellence in learning</p>	<p>Autumn 2014: Learning Conference with all partners to launch consultation on vision and strategy for learning for age 0-25</p> <p>Autumn 2014: High Road West Masterplan Framework published for consultation includes education provision</p> <p>Late 2014: Area Action Plans and proposed Site allocations published for consultation</p> <p>April-May 2015: Planning report on new provision requirements that will deliver vision for education and learning in Tottenham</p>	<p>This work is captured in Corporate Plan Priority 1 – 'We will ensure that all schools across the borough are rated Good or Outstanding, with school results in line with the best in the country'. Measures are being prepared that focus specifically on provision and attainment in Tottenham.</p> <p>The High Road West masterplan was published for consultation in autumn 2014, and was approved at Cabinet in December 2014.</p> <p>The Local Plan consultation was conducted from February-March 2015. Work is ongoing to respond to the representations received, and there will be a Cabinet report in autumn 2015.</p> <p>This work is continuing – meetings have been facilitated with secondary headteachers and primary headteachers and a further workshop for schools directly in the Northumberland Park and High Road West areas is scheduled for September and will involve headteachers and governors in discussions on options for future models.</p>

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<p><b>Ambition, aspiration and attainment</b></p> <p><b>Lead officers:</b> Assistant Director, Social and economic regeneration – Tottenham (Jan Doust)</p> <p>Assistant Director, Schools and Learning Service (Jon Abbey)</p>	<p>Design a learning offer that delivers the ambition for Tottenham through:</p> <ul style="list-style-type: none"> <li>• Engagement of parents/carers in their children's learning</li> <li>• Best leadership, teaching and governance</li> <li>• Education pathway provides clear link to further/higher education/employment</li> <li>• Ambitious and innovative curriculum that extends all levels of ability</li> <li>• Access to mentoring, support and before and after school activities</li> <li>• Effective alternatives to exclusion</li> <li>• High quality vocational offer</li> <li>• Enhance the offer for science, technology, engineering and maths (STEM) and readiness for a digital economy (e.g. computer coding)</li> <li>• Improved and co-ordinated links with business and higher education</li> <li>• Children and young people engaged in peer support and social action</li> <li>• Development of high quality partnerships that lift our ambition and enable us to innovate</li> </ul>	<p>Schools</p> <p>Headteacher reference group</p> <p>Prince's Charities</p> <p>Teach First Tottenham Hub</p> <p>Voluntary, community and charity sector</p> <p>Business in the community</p> <p>Durham University and others TBC</p> <p>Youth United</p> <p>Step Up To Serve</p> <p>Code Club, Brilliant Club</p> <p>Google, MyKindaCrowd</p> <p>Business and employers</p> <p>National Apprenticeship Service</p> <p>Mentoring schemes</p>	<p>The Council will seek to use existing budget allocations to deliver and negotiate with partners for appropriate contributions and maximise grant funding</p>	<p>Performance at Key Stage 2, 4, 5</p> <p>Destinations post-16</p> <p>Ensure progress and attainment measures of secondary schools in Tottenham are at least in line with the rest of the borough</p> <p>Post 16 offer that provides high quality educational and vocational opportunities for the range of learners</p> <p>Improved attendance</p> <p>Reduced exclusion</p> <p>Access to study support</p> <p>Access to breakfast clubs</p> <p>Numbers engaged in social action</p> <p>Numbers engaged in mentoring schemes</p>	<p>June-September 2014: Agree subset of measures for schools in North Tottenham wards</p> <p>September 2014: Launch joint approach with Network Learning Community early help forums</p> <p>Summer 2014: Launch TeachFirst Tottenham Hub and summer projects</p> <p>July-September 2014: Develop partnership with Durham University and recruit schools to programmes and establish links with other high performing universities</p> <p>September-December 2014: Commence pilot tracking arrangements to monitor and measure progress of priority groups</p> <p>September 2014-July 2015: Launch school-based programmes</p> <p>May-July 2016: Review initial impact of interventions and design second phase</p>	<p>This work is being progressed through the Transformation Challenge Award Delivery Plan.</p> <p>Effective joint working with the North Tottenham Network Learning Community (NLC, all schools in the area) is established, and work is commencing with the South Tottenham Network Learning Community.</p> <p>A school age careers project has been established with three secondary schools in the North Tottenham NLC to deliver pilot careers education activity, focusing on children before they have made their GCSE option choices. The idea is to help them understand the range of interesting jobs available across London, and motivate them to study hard in order to gain qualifications that will help them pursue their preferred career.</p> <p>Further Education &amp; Adult Skills – we will be using the findings of the Mapping Pathways study to inform discussions with local training providers and colleges. The intention will be to encourage (and possibly underwrite) the provision of training which is most relevant to the wider London employment market.</p> <p>24 Year 5 children will 'graduate' on the 8th July from the Oxford University partnership programme. Alternative sponsorship for the next academic year has been secured from North Middlesex University.</p> <p>Durham-led initiative on Year3-5 peer tutoring will launch in September 2015 – nine schools from the North-east Tottenham Network Learning Community are engaged and school staff are being trained on 8th July 2015.</p> <p>The NE Tottenham NLC have agreed 4 areas of focus for 2015-16:</p> <ul style="list-style-type: none"> <li>• The 'Yes Programme' – KS2 curriculum-based approach to understanding and supporting aspirations and career pathways</li> <li>• Enabling Enterprise</li> <li>• University links – every school in NE NLC to have an established link with a university by April 2016</li> <li>• Building the leadership capacity of headteachers and governors on NE NLC to facilitate a place-based approach to education, skills and learning</li> </ul> <p>There are some opportunities to engage schools in Tottenham Hale, this will be progressed.</p>

<b>Safer Communities</b>						
<b>Lead Officers:</b> Head of Community Service (Hazel Simmonds, interim) Community Safety Strategic Manager (Claire Kowalska)	Prevent and reduce levels of crime and reoffending, increasing effective support for victims with a focus on gangs, ASB and domestic violence  This will be done through further integration of key services; identifying and prioritising areas for measurable prevention; designing out crime and further co-ordination of joint enforcement and tasking with Police and others	Residents Council Services Schools Police Fire Service MOPAC Voluntary, community and charity sector Victim Support Community Rehabilitation Company (CRC) National Probation Service Registered Social Landlords	£1.6m MAC-UK over 3 years (forensic mental health outreach to gangs in Bruce Grove ward)  £803k per annum over 4 years to end March 2017 – MOPAC  £40k stakeholder engagement (Safer Neighbourhood Board)  £444k per annum core funding – Environment and Community Safety, Public Health and CYPs  Targeted police resources in key locations	5% reduction in violence with injury  Reduction in repeat domestic violence incidents (baselines to be developed)  5% reduction in ASB incidents  50% increase in number (over 4 years) of ASB victims and witnesses accessing support (10% increase for young people)  5% reduction in reoffending of Gang Exit cohort and 60% engagement in education, training and employment  5% reduction in residential burglary	2014-15: Develop borough Gang Strategy in tandem with MOPAC and MPS  2014-15: Work with key communities and their agreed spokespeople to raise confidence  2014-15: Develop joint tasking approach to high crime locations  September 2014: Launch MAC UK project  September 2014: Launch Northumberland Park project including focus on community safety	The MAC-UK project 'Integrate Haringey' is up and running. This Big Lottery Funded pilot, a partnership project between MAC-UK, Haringey Local Authority and Barnet, Enfield and Haringey Mental Health Trust (BEH) is targeted at reducing serious youth violence and re-offending; to get young people engaged in training, education and/or employment, and to help young people connect with existing services. The Integrate Model works intensively for 2 to 4 years with up to 50 young people per year. These young people are among the 5% that commit 50% of youth crime and have a history of non-engagement with existing services.  In January 2015, the Mayor of London launched a new gang intervention pilot, 'Shield', which will see members of some of the most active gangs in London collectively punished for the criminal actions of individual members, as part of the Mayor's ongoing commitment to tackle gang violence in the capital. The Mayor's Office for Policing And Crime (MOPAC) are providing £200,000 funding for the pilot, run in partnership with the Metropolitan Police and three pilot boroughs – Haringey, Westminster and Lambeth.  A series of joint events with the Police and council were held on the Love Lane estate in summer and autumn 2014 (Summer and Autumn Night Lights) to encourage positive engagement between residents and the Police.  Discussions are underway with the Police to establish a business crime reduction partnership.
<b>1d. Improving health and well-being</b>						
<b>Community infra-structure</b> <b>Lead:</b> CCG Adult Social Care Public Health Adult Commissioning Assistant Director, Social and economic regeneration – Tottenham	To influence the design over the next 20 years to deliver best outcomes for residents through multi-disciplinary integrated health and social care teams organised around GP collaboratives that:  • Focus on prevention, information and advice; • Early intervention activities; • Coordinate neighbourhood connections that support self management within the community	Council Services GP collaborative CCG NHS England Residents Voluntary sector Multi-disciplinary neighbourhood teams	Existing transformational projects funded through Better Care Fund  Adult and CYPs commissioning activity	Area Action Plan includes health, social care and community requirements that enable preventative, early intervention activities that support better healthcare for residents  Masterplans for Tottenham include options for integrated delivery in local settings e.g. libraries that promote self management and self-determination of needs by residents	September 2014: High Road West masterplan framework published for consultation  Late 2014: Area Action Plan and Site Allocations DPD published for consultation  October 2014-February 2015: Consultation on refreshed Haringey Health and Well-Being Strategy	The High Road West masterplan was published for consultation in autumn 2014, and was approved at Cabinet in December 2014.  The Local Plan consultation was conducted from February-March 2015. Work is ongoing to respond to the representations received, and there will be a Cabinet report in autumn 2015.  The Health and Wellbeing Board established a Task and Finish Group examining healthcare provision in Haringey, which reports back to the Board in June 2015 with its findings. NHS England confirmed on 17th June that they are working on an urgent solution that will increase the number of GPs in Tottenham Hale by autumn 2015. NHS England have also committed to ensure that there is adequate provision across the wider Tottenham area in future.  The council's approach to empowering communities and the use of community facilities will be considered by Cabinet in summer 2015. Discussions with relevant community organisations have begun about sustainability, future need and the potential impact of physical regeneration on the existing portfolio of buildings.

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<p><b>Health care services</b></p> <p><b>Lead Officers:</b> Public Health and CCG</p> <p>Assistant Director, Social and economic regeneration – Tottenham</p>	<p>Use the opportunities of the physical regeneration process to redesign and improve the quality of health services delivered in the community including physical facilities and GP practices that are failing.</p> <p>This will involve redesigning the way primary care services are delivered around patients taking into account the rising levels of long term conditions</p>	<p>GPs, CCG, NHS England</p> <p>Healthwatch</p> <p>Council Services</p> <p>Residents, Patient User Groups</p> <p>GLA</p>	<p>CCG and Council</p>	<p>Improved access to high quality primary care in Tottenham</p> <p>Reduced A&amp;E admissions</p> <p>Better management of long term conditions</p>	<p>June 2014: Task group for developing healthcare infrastructure established</p> <p>August 2014: Outline plan for healthcare provision</p> <p>September 2014: High Road West masterplan framework published for consultation</p> <p>Late 2014: Area Action Plan and Site Allocations DPD published for consultation</p> <p>October 2014-February 2015 – consultation on Health and Well-Being Strategy</p> <p>April 2015 – vision for healthcare in Haringey published for consultation</p>	<p>This piece of work is being led by the Health and Well-Being Board, in partnership with NHS London. Plans are emerging for the primary healthcare plan, and the Task and Finish Group report was considered by the Board in June 2015.</p>
<p><b>Increase healthy life expectancy by tackling the major causes of illness and premature death</b></p> <p><b>Lead Officer:</b> Public Health and CCG</p>	<p>The major cause of premature deaths and long term conditions are cardiovascular disease, chronic obstructive pulmonary disease (COPD) and diabetes. These are primarily caused by smoking, alcohol, obesity and physical inactivity.</p> <p>The three levels of intervention are:</p> <ol style="list-style-type: none"> <li>1. Population level e.g. complying with smoking legislation</li> <li>2. Community level e.g. <ul style="list-style-type: none"> <li>• Smoke free homes for Haringey covering social housing in particular</li> <li>• Support better mental health and well-being with initiatives that nurture resilience, self-help and peer support</li> <li>• Using the physical regeneration opportunities to improve housing and create an environment that supports healthy lifestyles and improved access to healthcare facilities</li> </ul> </li> <li>3. Service level e.g. <ul style="list-style-type: none"> <li>• Smoking cessation services</li> <li>• Maximising the impact of universal services to encourage healthy lifestyles and improve health and well-being</li> </ul> </li> </ol>	<p>Residents</p> <p>All council services, as appropriate</p> <p>Public Health</p> <p>Health partners</p> <p>Fusion</p> <p>Tottenham Active</p> <p>HAGA</p>	<p>Public Health Grant</p> <p>£50k Well London programme (TBC)</p>	<p>Focus will be on:</p> <p>a) Reducing:</p> <ul style="list-style-type: none"> <li>• Smoking</li> <li>• Alcohol misuse</li> <li>• Obesity</li> </ul> <p>b) Increasing</p> <ul style="list-style-type: none"> <li>• Physical activity levels</li> <li>• Support for people at high risk of, or with long term conditions</li> <li>• Mental health and wellbeing</li> </ul> <p>Reduction in cardiovascular disease, particularly in male adults</p> <p>Better wellbeing and mental health</p> <p>Close the gap with the best in London</p>	<p>Delivery plans for the Health and Well-Being Strategy for Outcome 2 (increasing life expectancy) and 3 (improving mental health and well-being developed in line with Health &amp; Well-Being strategy refresh – 2014/15)</p>	<p>See Reducing Childhood Obesity.</p>



Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Reducing childhood obesity</b> <b>Lead Officer:</b> Public Health and CCG	<p>Childhood obesity levels are rising and are particularly high in Tottenham. The levels double from Reception year to year 6 of school.</p> <p>A community wide approach is required to address this and impacts on pre-school, school environment, as well as the wider environment (including high streets and green spaces).</p>	<p>All council services, as appropriate</p> <p>Healthy schools programme</p> <p>Tottenham Active</p> <p>Sports England</p> <p>Henry programme for vulnerable families and peer support for breastfeeding</p>	<p>Magic Breakfast programme for schools (no cost)</p> <p>£152,400 Tottenham Active – external grant funding</p> <p>Healthy Schools Programme</p>	<p>Reduced childhood obesity levels</p> <p>Healthier school meals</p> <p>Improved parental understanding of dietary and physical activity needs of children</p> <p>100% of primary schools to take part in the Child Measurement Programme</p> <p>50% of schools to receive Bronze Healthy School Award including all Tottenham secondary schools</p>	<p>Delivery plan developed in line with Health &amp; Well-Being Strategy refresh – 2014/15</p>	<p>A new alliance dedicated to combating the rise of obesity in Haringey was formed in June 2015 by a wide range of partners including Haringey Council, the local NHS, Homes for Haringey, the Tottenham Hotspur Foundation, and local schools.</p> <p>The Haringey Obesity Alliance hosted a conference on obesity at the Tottenham University Technical College on 24 June 2015 bringing together partners in health, education, local government, business, the voluntary sector and the wider community to drive forward plans to make Haringey a healthier place to live, work and visit.</p> <p>Haringey Council has pledged to work with Homes for Haringey to review all “no ball game signs” in the borough and remove them where they are impeding children’s play.</p> <p>Later in summer 2015 the Tottenham Hotspur Foundation will be launching “Shape up with Spurs”, a 10-week sport and weight management programme supporting people who are overweight or obese in the east of Haringey to live healthier lifestyles.</p>
<b>Reducing behavioural problems</b> <b>Lead Officer:</b> Public Health and CCG	<p>Behavioural problems among young people are an important cause of mental illness and physical violence and affect Tottenham disproportionately. These can be addressed through:</p> <ul style="list-style-type: none"> <li>• Comprehensive assessment</li> <li>• Parent training programmes</li> <li>• Foster carer / guardian training programmes</li> <li>• Child-focused programmes</li> <li>• Multimodal interventions</li> <li>• Pharmacological interventions</li> <li>• Improving access to services</li> </ul>	<p>All council services, as appropriate</p> <p>Mental Health services</p> <p>Community Safety</p> <p>Public Health</p> <p>Community partners focusing on young people</p>	<p>Existing council budget provision</p>	<p>Reduced levels of depression and anxiety</p> <p>Reduced levels of physical violence affecting young men and women</p> <p>Improved parenting outcomes for young children</p>	<p>Develop local pathway for anti-social behaviour and social conduct disorder for young people in line with NICE guidance – March 15</p>	<p>Multi-agency refresh of Mental Health and Well-Being Strategy – due for completion – summer 2015</p>

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>1e. Employment and skills</b>						
<p><b>An employment and skills strategy for Tottenham</b></p> <p><b>Lead Officer:</b> Assistant Director, Regeneration (Dan Hawthorn)</p>	<p>Development and implementation of an employment and skills strategy for Tottenham focusing on pathways to sustainable employment</p> <ul style="list-style-type: none"> <li>• Capturing opportunities from redevelopment</li> <li>• Building skills and resilience of entry-level job seekers</li> <li>• Signposting and supporting adult skills development</li> <li>• Equipping our young people to compete on an equal footing in the wider labour market</li> </ul>	<p>GLA LEP JCP and WP Primes CONEL HALS Schools NHS</p>	<p>£1.5m (Council and GLA) + match in Year 1, plus ongoing operating costs</p> <p>(Once strategy further developed by Autumn 2014, further funding TBD)</p>	<p>1500+ job entries* 850 sustained employment* 900+ adults improve skills by at least one NVQ Level * Reduction in unknown post-16 destinations Increase in residents qualified to Levels 3 and 4 Number of students accessing careers advice</p> <p>*Figures subject to change pending further project development.</p>	<p>Commission employment pathways research – July 2014</p> <p>Develop short and medium term projects – September 2014</p> <p>Strategy approved – September 2014</p> <p>Construction employment guidance in place – September 2014</p> <p>Apprenticeship campaign launched – November 2014</p> <p>Pilot careers activities tested by March 2015</p> <p><i>These are early stage milestones for immediate priority projects. This section will be populated more extensively as the employment and skills programme is developed.</i></p>	<p>The council and GLA have supported a range of interventions designed to create jobs and support people into employment across Haringey, with a particular focus on Tottenham.</p> <p>Projects have been developed according to the following guiding principles:</p> <ul style="list-style-type: none"> <li>• Direct delivery is only commissioned where we can identify that existing services are failing to meet an identified need. For example the new GLA-funded employment support project is targeted to help in-work people increase their earnings to London Living Wage, as well as support people into work. It also works with people who are ineligible for JCP support.</li> <li>• Other projects are designed to increase either the quality or the local uptake of provision which is already nationally funded – getting more value for Haringey and Tottenham out of central government. An example of this is the Haringey 100 Apprenticeship campaign where our funds are being used for marketing and promotion to help boost the offer and uptake of apprenticeship places in the borough.</li> <li>• All projects have reference to the council's Economic Development and Growth Strategy which was approved by Cabinet in January 2015 and sets out our approach to growing the Haringey economy and to helping residents get the skills they need for secure, well-paid employment.</li> </ul> <p>There is a portfolio of employment and skills projects in Tottenham. These are in various stages of commissioning and development as set out below.</p> <ul style="list-style-type: none"> <li>• Mapping Pathways – report looking at most effective routes into mid-level employment in a range of sectors prominent in the London economy. It covers both skills and qualifications and also the way that different kinds of employers recruit, for example via agencies or a college or university with a recognised specialism. Report now complete and will inform development of other projects.</li> <li>• Employment Support – two delivery consortia have been appointed led by Reed in Partnership and North London Partnership Consortium, delivery commenced in April 2015. The project is targeted to support 250 people into sustained employment.</li> </ul>

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>An employment and skills strategy for Tottenham</b> <b>Lead Officer:</b> Assistant Director, Regeneration (Dan Hawthorn) <b>(continued)</b>						<ul style="list-style-type: none"> <li>• Routes to Work – this is an advertising campaign using TfL poster sites and featuring Tottenham residents who are already working across London. The purpose is to provide role models for job seekers and encourage them to expand their horizons. The posters will highlight their 'route to work' in two regards – their commute and the training education or support that helped them access their current role. Each profile will be linked to a 'call to action' so, for example, the poster featuring a graduate will highlight the forthcoming work with Birkbeck (see below). We expect the first poster to appear in late summer 2015, promoting the employment support project.</li> <li>• Apprenticeships – we successfully launched the Haringey 100 on March 13th and already have over 100 pledges from employers. We will shortly be appointing a coordinator to gather more pledges, support those employers who have already pledged, and work with colleagues to develop a pipeline of young people.</li> <li>• Construction Opportunities – we will be using our Section 106 planning powers to set ambitious targets for local recruitment and apprenticeships, and will invest in specialist support to ensure we maximise construction employment and training outcomes for local people.</li> <li>• Green Opportunities – funds are earmarked for this project to support skills development in sustainable industries, work required to identify fields to prioritise.</li> <li>• Further Education &amp; Adult Skills – we will be using the findings of the Mapping Pathways study to inform discussions with local training providers and colleges. The intention will be to encourage (and possibly underwrite) the provision of training which is most relevant to the wider London employment market.</li> <li>• Higher Education – Birkbeck, University of London will start delivery of an extensive outreach programme from 639 Tottenham High Road in the summer of this year. From September 2016 they will be offering their Higher Education Introductory Studies course, a one year degree-level programme which equips people without formal academic qualifications to progress to a full undergraduate degree. All the teaching takes place in the evenings so people can combine study and work.</li> </ul>

## PRIORITY 2: PLACE

Better caring for the place and delivering improved public realm in all of the local centres that comprise Tottenham

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Tottenham Green</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Tottenham Green public realm improvement scheme	GLA Holy Trinity Church	£1.5m War memorial funding £120k	Improved public realm	Completion of main works contract – June 2014  War memorial improvement application to be submitted to War Memorial Trust by June 2014; delivery by March 2015	Works to Tottenham Green completed in June 2014 with the children's playground at Tottenham Green East complete in February 2015.  The council successfully secured £30K of grant funding to contribute towards the refurbishment of the Tottenham Green war memorial from the War Memorials Trust. PAYE Stonework and Restoration has been selected as the contractor for the works following a tender exercise which will include a new surface, cleaning of the bronze, railings, and lighting. The works will commence in summer 2015 and a new delivery milestone of completion by March 2016 is in place.
<b>A cleaner, safer environment</b> <b>Lead Officer:</b> Chief Operating Officer (Tracie Evans, interim)	<ul style="list-style-type: none"> <li>• A targeted enforcement project across all service areas focusing on Seven Sisters, West Green Road and Bruce Grove specifically</li> <li>• A public realm and signage strategy for the High Road</li> <li>• Community Streets schemes to deliver a range of traffic and transportation improvements with an emphasis on walking and cycling (Tottenham Hale and Tottenham Green)</li> <li>• Highways, footways and street lighting maintenance and improvements</li> <li>• Fly-tip Action Plan: Enforcement at known hotspots on 5-week cycle of activity</li> <li>• Action to improve the appearance of up to 2,500 front gardens in Tottenham Hale ward</li> </ul>	Veolia Council – Environmental Services and Community Safety; Planning TfL Sustrans Residents	Additional services to be delivered by Veolia £70k for public realm strategy LIP funding over 3 years (£793,000) Highways and street lighting maintenance £1,118,000	Work with Veolia to improve service delivery focusing on: <ul style="list-style-type: none"> <li>• Reducing commercial waste collection times (length of time on street)</li> <li>• Removal of flyposters and stickers</li> <li>• Deep cleaning of bins and pavements</li> <li>• Graffiti removal</li> <li>• Enforcement action against untidy front gardens</li> <li>• Community clean sweeps</li> <li>• Dedicated Tottenham clean up van patrolling area</li> <li>• Pilot fixed penalty notices for spitting, chewing gum and littering</li> <li>• Resurfacing and reconstruction of 28 streets, street lighting maintenance in 7 streets</li> <li>• Planning enforcement work</li> </ul>	Community Streets schemes commence – summer 2014  Commission design work to prepare public realm strategy for High Road and advise on implementation – late 2014 Highways maintenance works to streets complete – March 2015 Fly-tip Action Plan completion – March 2015 July-December 2014 – follow up visits undertaken on properties in Tottenham Hale ward where front gardens with waste, litter or overgrowing vegetation were identified in Spring 2014 and formal notices served	The Community Safety and Environmental Services team have delivered the following improvements: <ul style="list-style-type: none"> <li>• Dedicated High Road cleaning team with investment in additional mechanical cleansing equipment to provide deep cleans and pavement washing.</li> <li>• Timed collections for businesses and flats above shops have been introduced to minimise periods of waste on the High Road.</li> </ul> There is now an established officer group to join up all enforcement work across Tottenham, with an initial focus on West Green Road in 2015/16.  Work is ongoing with Transport for London to design and scope highway and public realm improvements works around Bruce Grove.  Resurfacing and repaving works completed on 20 streets by March 2015. Street lighting improvements completed in 8 streets.  Works commenced on the community streets projects in Tottenham Green and Tottenham Hale and will continue through 2015/16.  Bridge expansion joint improvement works completed on Watermead Way.

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Tottenham Green – establish events and food market programme</b> <b>Lead Officers:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson) Tottenham Town Centre Growth Manager (Gemma Aked)	Establishment of the Tottenham Summer Festival and food market centred around Tottenham Green	Friends of Tottenham Green Holy Trinity Church Tottenham Green Stakeholders Group Bernie Grant Art Centre CONEL	£20k for summer events coordinator and summer events programme, publicity for food market Opening event £5k	8-12 events in Summer 2014 and link to Tottenham Poet Laureate programme. Final poem to be published in July (theme of World Cup and diversity). Review effectiveness of events including footfall, demographic data to shape future programme	Deliver programme including opening event and food market – July to September 2014	A summer festival was held in 2014, and a food market held on Tottenham Green, with strong support from the community for an ongoing market. A tender to run a market at Tottenham Green for a year from July 2015 was issued and subject contract, the market will return from July on a weekly basis until September moving to a monthly market from October onwards. Funding was secured from the New Homes Bonus to support the delivery of a market.
<b>Tottenham Winter Festival</b> <b>Lead officer:</b> Tottenham Town Centre Growth Manager (Gemma Aked)	To deliver a winter festival in Tottenham – Tottenham Green	Tottenham Traders Partnership Friends of Tottenham Green Holy Trinity Church Tottenham Green Stakeholders Group Bernie Grant Art Centre CONEL	£5k	Winter Festival held prior to Christmas 2014 on time and to budget Evaluation undertaken	Winter Festival held prior to Christmas 2014 on time and to budget	Winter festival held in December 2014, and one is planned for 2015 as part of the Tottenham Green market programme.
<b>West Green Road Pocket Park</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Delivery of a pocket park on West Green Road	GLA West Green Road Business Group	£80k	Pocket Park delivered on time and to budget	Delivery complete by March 2015	The West Green Road Tropical Park was formally opened on 30 May 2015, having completed in April 2015. Local volunteers and groups are being sought to become part of the West Green Road Tropical Park Team to help with planting, funding applications and tending the garden.
<b>Shop front improvement project – Phase 2</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Following a pilot, delivery of up to 30 shop front improvements in the High Road and West Green Road areas	GLA Bruce Grove Stakeholders Group West Green Road Business Group Tottenham Traders Partnership Local businesses	£90k	Delivery of up to 30 shop front improvement projects	Delivery complete by March 2015	Delivery is ongoing for this project, with 21 shopfront improvements plus 6 high-level works to buildings and corner artwork to High Street buildings expected to be delivered by August 2015.

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>West Green Road Bridge Art</b> <b>Lead officer:</b> Tottenham Town Centre Growth Manager (Gemma Aked)	Installation of 3 further pieces of artwork on West Green Road in partnership with local schools	Network Rail Project artist (Jennie Pedley) Park View School Blanche Neville School	£5k plus £15k funding from the Arts Council	Delivery of 3 further art installations on West Green Road	Delivery complete by December 2015	Two art pieces have been produced in collaboration with local schools, the final piece of bridge art will be delivered in September 2015.  A local secondary school will use the space to exhibit GSCE art work of local students following the final piece of art.
<b>Bruce Grove public realm improvements</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Public realm scheme (Gyratory plus) Bruce Grove Station Bridge: Painting and lighting Station foreground redevelopment Albert Place public realm improvement project (repaving, painting)	Network Rail TfL Bruce Grove Stakeholders Group GLA Surrounding landowners and occupiers	TfL main funder Full scope of works TBC	Full scope of works to be confirmed	Confirmation of scope of public realm scheme with TfL – September 2014  Station painting complete by May 2014; lighting by March 2015  Station foreground redevelopment – secure planning approval by March 2015  Albert Place public realm improvements – December 2014	Work is ongoing with TfL to scope and design the public realm improvement works.  The Bruce Grove bridge painting work completed in early summer 2014. Lighting work will complete by summer 2015.  The Network Rail planning application for the amended station forecourt scheme (single A3 restaurant unit) has been submitted and consultation is due to close on 6th July 2015 with determination expected at the end of July.  Albert Place public realm improvements completed in May 2015. Work is commencing to scope Brook Street improvement works. This will be an additional project to be added.
<b>Holcombe Road market improvements</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Deliver improvements to the Holcombe Road market	Market traders and surrounding landowners Bruce Grove Stakeholder Group GLA	£823k GLA and LBH funding	Repaving market Reconfiguring stalls Improving stall structures and installing new stalls	Delivery complete by December 2015	The tender for works was issued in June 2015, due to the complex nature of the existing utilities configuration this scheme has faced delay and a requirement to review the design. Contractor scheduled to be appointed in August 2015 with works commencing shortly after.
<b>Tottenham Green Civic Buildings strategy</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Determine cultural offer and civic buildings usage strategy	CONEL Bernie Grant Arts Centre Fusion Council Other landowners and businesses Friends of Tottenham Green Tottenham Green Stakeholders Group	£25k	Strategy for civic buildings around Tottenham Green	Complete refurbishment of Tottenham Green Leisure Centre (Fusion) – December 2014  Determine studies required e.g. design and massing, public realm approach, meanwhile use plan  Delivery strategy agreed – March 2015	The Tottenham Green Pools and Fitness refurbishment works completed in January 2015.  Apex House customer services will be relocated to Marcus Garvey library.

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Tottenham Green Civic Buildings strategy</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson) (continued)						<b>Chicken Town restaurant – Tottenham Green Fire Station</b> This project to open a neighbourhood restaurant operating as a social enterprise delivering regeneration and public health outcomes was awarded Opportunity Investment Fund funding in early 2015, and also successfully raised kickstarter funding. The planning application for change of use of the building and listed building consent was submitted and the public consultation was due to end on 24 June. If the application is approved, Create plan to start works to the building later this summer. Opening date is to be confirmed. <b>Tottenham Green Church Nursery</b> The council working with Holy Trinity Church has secured New Homes Bonus funding to bring the former nursery building back into use as a park cafe and workspace.
<b>Toilet art project and longer-term use of Monument Way and Bruce Grove toilet blocks (Council owned)</b> <b>Lead Officers:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson) Tottenham Town Centre Growth Manager (Gemma Aked)	Monument Way toilets exterior artwork Studies undertaken for future use of blocks (structural surveys) Community interest in both buildings	Bruce Grove Stakeholders Group Tottenham Traders Partnership	£31k for studies Expect both blocks to be subject to external funding bids	Delivery of exterior artwork to Monument Way toilet block – tbc dependant on project going ahead Secure long-term active use of both blocks	Commission artist with Cultural Services (tbc – September 2014) Identify viable use for both blocks and funding sources (eg Heritage Lottery for Bruce Grove, crowd funding) – March 2015	Monument Way toilets – an architectural feasibility study of the vacant toilets is now complete. The process of securing relevant permissions and approvals to market the toilets for a bar/cafe use is underway. Bruce Grove toilet blocks – the council is working with the community to seek external funding sources to bring the building back into use. Members of the Bruce Grove Residents Network successfully secured Community Development Funding to plant the space around the toilets.
<b>Tottenham Leisure Centre Car Park</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Consult with stakeholders on future use of car park Design options for spaces between and behind existing civic buildings	Fusion Metropolitan Police CONEL Bernie Grant Art Centre Holy Trinity Church	£15k for design competition	Commission design competition for future use of the site Agree architect and appoint to design and build contract	Agree design options for future use with stakeholders – July 2014 Timescales for completion/ construction to be agreed	Early exploratory work has begun, with public engagement activities taking place in March 2015. Details will be brought forward later in 2015.
<b>Opportunity Investment Fund (Workspace provision)</b> <b>Lead Officer:</b> Economic Development Manager (Patrick Jones)	Provision of workspace across Tottenham Study undertaken on outline feasibility work for a scheme	GLA Workspace providers	£1m Council £2.67m GLA	Deliver new workspace in Tottenham	Present options to Delivery Board to agree projects and funding	In March 2015 the council and GLA jointly launched the Opportunity Investment Fund, a programme to enable investment in workspace and employment projects in Tottenham. Through this programme we are seeking projects that help existing SMEs grow and bring new operators into the local economy who can drive and curate entrepreneurship, business growth and diversify the local economy. The council worked with two pilot projects to help develop the criteria and financial processes for the formal funding rounds, the first formal round closed in April 2015 with two projects being taken forward.

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>N17 Design studio – 451-453 Tottenham High Road</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Green, Bruce Grove and Seven Sisters (Suzanne Johnson)	Establishment of a design studio for John McAslan + Partners architects on the High Road and provision of 3 apprenticeships  To act as a base for community consultation and events	John McAslan + Partners  CONEL	£181,548	Acquire building for use as design studio  Open studio for 12 month pilot (5 year lease)	Acquire building and complete works – autumn 2014  Evaluate pilot 12 months after launch	Building works completed in November 2014 with the studio opening in December 2014.  A programme of community talks have been held, with five local apprentices employed by John McAslan + Partners.
<b>BID feasibility study</b> <b>Lead Officer:</b> Tottenham Town Centre Growth Manager (Gemma Aked)	Funding to conduct feasibility report to develop a Business Improvement District (BID) for High Road businesses	High Road businesses	£10k	Feasibility study	Report to Delivery Board on progress in September  Determine future approach for business improvement – December 2014	Report conducted. Work being taken forward by Town Centre Growth Manager working with the Police and Tottenham Traders Partnership.
<b>Tottenham Area Action Plan (AAP)</b> <b>Lead Officer:</b> Head of Strategic Planning and Policy (Matthew Patterson)	To produce a Statutory Development Plan Document to guide all new development in Tottenham	Council	£285k	The AAP will deliver a spatial strategy which will include planning policies in the relevant thematic areas and a delivery and infrastructure plan	AAP due to be considered by Cabinet – Autumn 2015	The Local Plan consultation was conducted from February – March 2015. Work is ongoing to respond to the representations received, and there will be a Cabinet report in autumn 2015.
<b>Wards Corner</b> <b>Lead Officer:</b> Tottenham Programme Director (Malcolm Smith, interim)	Redevelopment of existing market site into 196 residential units and 40,000 sq ft of retail space	Grainger Wards Corner Council Wards Corner Community Coalition	Private sector funded plus possible public sector loan	Reprovision of existing market  Delivery of 196 residential units and 40,000 sq ft of retail space	Delivery complete by 2019	Grainger do not own all of the land on the Wards Corner site and are required to acquire the land before works can commence. Grainger have commenced discussions with landowners on the site to acquire the remaining land. Subject to the acquisition of the land works are expected to start in 2016/2017.
<b>Apex House</b> <b>Lead Officer:</b> Tottenham Programme Director (Malcolm Smith, interim)	Redevelopment of site for mixed-use housing and retail, and move of existing office accommodation to alternative premises	GLA HCA Grainger Council Fusion	Build to Rent bid being considered by HCA	102 units Retail use on ground floor Relocation of office function to Leisure Centre	Relocation of office staff by 2015  Development complete by 2018	Planning Sub-Committee considered a pre-application report in March 2015, this was followed in May by a public presentation of the plans. The planning application is due to be submitted in Summer 2015.  Customer Services function at Apex House to be relocated to Marcus Garvey Library at Tottenham Green in 2015/16.
<b>Tottenham business engagement and support</b> <b>Lead Officer:</b> Tottenham Town Centre Growth Manager (Gemma Aked)	To engage with Tottenham businesses and retailers to enhance opportunities of regeneration for local business, and work together to improve the locality	Local businesses and retailers Tottenham Traders Partnership Associated council departments (Single Frontline, Neighbourhood Action Team, Anti-social behaviour)	Resourced by Tottenham Town Centre Growth Manager	Increase membership of the Tottenham Traders Partnership (TTP) by 10%  Improve attendance and participation at non-executive TTP meetings		Tottenham Traders Partnership meetings and events planned for 2015. June social event held at Antwerp Arms with approximately 30 businesses for networking event. TTP linking with all Haringey trade associations for a pan-Haringey 'Selfie In An Indie' competition for Retail Independence Day, 4th July 2015.



Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Community First Funding</b> <b>Lead Officer:</b> Tottenham Town Centre Growth Manager (Gemma Aked)	Facilitate access to funding for community groups to deliver projects to improve their local neighbourhood based on ward plans (funding available for Tottenham Green, Bruce Grove and Northumberland Park wards)	Local community Ward panels	Grant allocation for 2014/15 from Community Development Fund (external) across 3 wards – £62k	Projects delivered across three wards of benefit to immediate community to value of £250-2,000 (grant amounts TBD by ward panel)  Evaluation report for each project demonstrating impact on local area	Ward plans/priorities to be developed for 2014/15; all 14/15 grants to be allocated by December 2014	All funding successfully awarded to local projects. Project complete.
<b>639 Enterprise Centre</b> <b>Lead Officers:</b> Assistant Director, Regeneration (Dan Hawthorn)  Area Regeneration Manager – Tottenham Hale and South Tottenham (Peter O'Brien)	Work with the GLA to develop and promote new projects/uses with a local employability focus  Site for potential relocation of Tottenham Regeneration team	GLA	Team relocation cost – TBC, within existing budget	Project outputs to be confirmed once developed	Tottenham Regeneration team relocation – Autumn 2014	The GLA has carried out the following: <ul style="list-style-type: none"> <li>• Works to the roof have addressed leaks and repair and decoration work has been carried out in affected rooms.</li> <li>• 639B 'Tottenham's Living Room' has had repair and adaptation works to enable it to become a permanent facility for the community.</li> <li>• The crèche space has been adapted to accommodate the Tottenham Regeneration Team.</li> <li>• A stand-alone space on the ground floor has been created to host support offered to young people and people at the entry levels of jobs/careers. The space is designed to be flexible and will host events and evening classes that Birkbeck plan to deliver from September 2016.</li> </ul>
<b>Down Lane Park refurbishment</b> <b>Lead Officer:</b> Head of Commissioning, Environmental Services & Community Safety (Paul Ely)	To complete the park refurbishment in stages to the agreed master plan for the site	Friends of Down Lane Park	£500k-£1m dependent on match funding	Deliver master plan and increase usage of park  Obtain Green Flag status  Develop tennis provision	Phase 3 completion – March 2015  Full completion – March 2016	Works for Phase 3 are fully commissioned and work is underway on site, scheduled for completion in late summer 2015. Full completion of refurbishment works to the masterplan is currently not funded, this could be progressed through work on a 'Green Link' to connect the green spaces in Tottenham Hale.

## PRIORITY 3: NORTH TOTTENHAM INCLUDING HIGH ROAD WEST

A new stadium and an estate regeneration programme centred on Northumberland Park

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>High Road West masterplan</b> <b>Lead Officer:</b> Area Regeneration Manager – North West Tottenham (Sarah Lovell)	<p>Development of a master plan framework for the High Road West area. The masterplan framework will build on previous consultation with the local community and will aim to deliver an improved neighbourhood which meets the needs of existing and new residents and businesses.</p>	<p>Residents and businesses in the High Road West area</p> <p>GLA</p> <p>Homes for Haringey</p>	<p>£60,000 from the allocated £500,000 masterplanning fund</p>	<p>A master plan framework for High Road West which sets out key principles (informed by the local community) to guide change in High Road West covering themes such as:</p> <ul style="list-style-type: none"> <li>• Housing</li> <li>• Transport</li> <li>• Movement</li> <li>• Density</li> <li>• Massing</li> </ul> <p>These key principles will inform the development of the Regulation 19 Tottenham Area Action Plan document.</p>	<p>Masterplan workshops – Summer 2014</p> <p>Masterplan Framework consultation – September 2014</p> <p>Cabinet asked to consider the masterplan – Autumn 2014</p>	<p>The High Road West masterplan was consulted on for six weeks from 13th September – 25th October 2014. This followed two years of consultation, with residents showing strong support for Haringey Council's regeneration proposals for High Road West. The plans were approved by the council's Cabinet on Tuesday 16 December 2014.</p> <p>The High Road West Masterplan sets out how 1,200 new high-quality homes, community and leisure facilities and space for new businesses will be delivered, and is an important step in delivering the type of change that residents want to see in the local area. All 212 secure council tenants living on the Love Lane Estate will be offered a new, modern home at a social rent in the High Road West area and all resident leaseholders will be offered the opportunity to purchase an affordable home in the High Road West area.</p> <p>Following Cabinet approval, to progress the regeneration proposals the council has served Initial Demolition Notices on the properties in the Love Lane Estate. This affects secure council tenant's Right to Buy. This notice does not mean that we will be demolishing properties on the Love Lane Estate immediately. During May and June 2015, the first tenants from the Love Lane Estate were successfully rehoused into modern new homes in Ambrose and Mallory Court. The next stage of the regeneration process is to secure a development partner and develop planning applications. It is estimated that it will be three years before any construction will start in the High Road West area.</p>
<b>Tottenham Hotspur Stadium and associated development</b> Led by Tottenham Hotspur Football Club	<p>This project aims to deliver the remaining elements of the Northumberland Park Development – this includes the new 56,000 seat stadium and 285 residential units</p>	<p>Led by Tottenham Hotspur Football Club</p>	<p>Funded by THFC</p>	<p>Delivery of new stadium</p> <p>285 new housing units</p>	<p>CPO decision by Secretary of State</p>	<p>The Secretary of State confirmed the London Borough of Haringey Northumberland Development Project Compulsory Purchase Order 2012 in July 2014. Archway Sheet Metal Works challenged the confirmation in the High Court in February 2015; Mr Justice Dove rejected the challenge to the CPO on all grounds. THFC reached private agreement for the purchase of the property in March 2015.</p> <p>It is expected that the new stadium will be complete for the 2018/19 football season.</p>

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>White Hart Lane Station and Public Realm Project</b> Led by TfL	<p>The White Hart Lane Station and public realm project aims to develop concept designs for an enhanced and more obvious Station and gateway to the public transport network for this important growth area.</p> <ul style="list-style-type: none"> <li>• Creating new space for commercial and community uses that will provide employment opportunities and animation of the public realm</li> <li>• Create a well-designed piece of public realm for Love Lane, White Hart Lane and parts of Penschurst Road</li> </ul>	Transport for London Greater Anglia Network Rail Greater London Authority	£200,000 from the Mayor's Regeneration Fund	<p>A single, integrated concept design and costings for:</p> <ul style="list-style-type: none"> <li>• A new White Hart Lane station building (to Network Rail GRIP stage 3)</li> <li>• Associated public realm improvements</li> <li>• A meanwhile strategy that lists a series of tasks and meanwhile uses that would fit into the Now and Soon timescales to help instigate some immediate change and build community confidence and support in the area</li> </ul>	<p>Consultation with High Road West community on detailed designs – September 2014</p> <p>Final design report – Autumn 2014</p>	<p>Consultation on the station design was held from September-October 2014, with three-quarters of residents in support of the proposed station enhancement.</p> <p>Work is underway with Transport for London to secure full funding for the scheme and progress to detailed design and planning application submission by the end of 2015.</p>
<b>Tottenham High Road Heritage Initiative</b> <b>Lead Officers:</b> Principal Planning Programme Manager (Jacqueline Veater)	<p>To develop proposals for the shop front improvement scheme along Tottenham High Road. The project will focus on a small group of properties in the Northumberland Park Ward within the conservation area.</p> <p>The scheme aims to restore the character and the heritage of the North Tottenham area.</p>	Heritage Lottery Fund (HLF) High Road Businesses	<p>First round bid – £97k – (£50k from HLF and £47k from the Council)</p> <p>Second round bid – c£1.5m, total value of the project is just over £2m including an approximate contribution from property owners of c£190,000 and a contribution of £500,000 from the Council</p>	<p>A strong and successful bid to Heritage Lottery which secures the funding to improve shop fronts of a small group of properties in the conservation area.</p> <p>The first phase of the project will provide draft conservation area appraisal and management plan, action plan for community activity and a feasibility study.</p>	<p>Commission and carry out feasibility study – Autumn 2014</p> <p>Draft second round bid submission to HLF in November 2014 for decision by March 2015</p>	<p>A grant of almost £1.5million from the Heritage Lottery Fund Townscape Heritage Initiative Programme was secured in March 2015. It will be invested in reinstating some of the original High Road facades in the North Tottenham Conservation Area over the next four years. Work will include repairing the exteriors of buildings and restoring historic architectural features. Apprentices will be offered the chance to learn valuable period restoration skills by working on the scheme, while local residents will be invited to workshop sessions to find out more about the project.</p> <p>The grant follows an initial HLF grant of £50,000 – awarded in 2013 – which allowed more detailed proposals to be drawn up. The project is part of the council's commitment to celebrating Tottenham's rich heritage and improving the High Road as an attractive shopping destination.</p>
<b>Northumberland Park Estate Master Plan Framework</b> <b>Lead Officer:</b> Area Regeneration Manager – North East Tottenham (Adam Hunt)	<p>The development of a master plan framework for Northumberland Park. This is the first stage in engaging local people in the development of plans for physical, economic and social change and the creation of an even better new neighbourhood for north London.</p> <p>The masterplan framework will set out key principles for change that will inform the development of the Regulation 19 Tottenham Area Action Plan document.</p>	Residents and businesses of Northumberland Park GLA Homes for Haringey Northumberland Park Community School	£100k (Council)	<p>A masterplan framework for Northumberland Park</p> <p>A set of key principles (informed by the local community) to guide change in the area covering themes such as: land use, infrastructure, housing, transport, movement</p> <p>Community Engagement Strategy</p>	<p>Summer 2014: Community involvement strategy agreed and engagement with residents to commence</p> <p>Autumn 2014: Master plan framework and key principles to guide change produced</p>	<p>Based on the feedback from the local community, a set of Key Principles for Change were developed to inform key 'Structure Principles' and the development of the Strategic Masterplan Framework, as any potential regeneration plan or future detailed masterplan options for Northumberland Park. These cover themes around the place, homes, open space, community and connectivity. The council consulted on the Key Principles for Change in Autumn 2014 via door knocking, drop-in sessions and exhibitions and received over completed 160 questionnaires. The feedback was overwhelmingly positive, residents said that they want and welcome change in the area.</p>

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Northumberland Park Estate Master Plan Framework</b> <b>Lead Officer:</b> Area Regeneration Manager – North East Tottenham (Adam Hunt) <b>(continued)</b>						<p>Working with the community, we have developed a Strategic Masterplan Framework (February 2015) that sets out the regeneration opportunity for Northumberland Park and its residents. The Strategic Masterplan Framework provides information on:</p> <ul style="list-style-type: none"> <li>• Vision for the area</li> <li>• Potential regeneration strategies</li> <li>• Community involvement</li> <li>• Existing and future land uses</li> <li>• Community infrastructure requirements</li> <li>• Key Principles for Change</li> <li>• The number of new homes and jobs that could be created</li> </ul> <p>The Strategic Masterplan Framework sets out why we believe some kind of physical change, including potentially redeveloping parts of the local housing estates, will benefit existing and new communities in Northumberland Park. It gives an indication of the type of change that could happen in Northumberland Park over the next 10-15 years, including the potential number of new homes that could be created and the amount of space that would be required for new schools, health facilities, shops, places of work and open space.</p>
<b>Northumberland Park Regeneration and Improvement</b> <b>Lead Officer:</b> Area Regeneration Manager – North East Tottenham (Adam Hunt)	<p>This project takes forward the findings of the master plan framework project to develop a more comprehensive programme of regeneration and improvement activity on and around the Northumberland Park estate.</p>	<p>Residents and businesses of Northumberland Park  GLA  Homes for Haringey  Northumberland Park Community School</p>	TBC	<p>A detailed masterplan for Northumberland Park  North Tottenham People Pathfinder  Renewed Somerford Grove Multi Use Games Area</p>	<p>Spring 2015: Northumberland Park RA established  Summer 2015: SALB RA established; Stellar House Play Centre opened; RAs to agree their key priority projects  Autumn 2015: ITLA procured; Outdoor gym opened; Northumberland Park Place Champions in place  Winter 2015: Residents Charter developed</p>	<p>The two stage engagement process to develop the Strategic Framework for Northumberland Park identified a number of key short term priorities for regeneration and improvement activity in the local area. This included the need to develop formal resident engagement mechanisms to ensure the regeneration programme was a partnership between residents, stakeholders and the council.</p>

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Northumberland Park Regeneration and Improvement</b> <b>Lead Officer:</b> Area Regeneration Manager – North East Tottenham (Adam Hunt) (continued)						<p>Two Residents Associations have been established in 2015 – Northumberland Park, and Stellar House, Altair Close, The Lindales and Bennetts Close (SALB), in March and June respectively. These are to make sure residents' views are represented in any future regeneration of Northumberland Park. This includes the RAs working with us to procure an Independent Tenants and Leaseholder Advisor (ITLA) and then developing a Residents Charter which will set out the community's expectations regarding regeneration and change in their neighbourhoods. Each RA is identifying an action plan of events, projects and initiatives that it would like to see taken forward in the local area, in partnership with local residents, businesses, the third sector, other public service providers and the council. We have commissioned the Prince's Foundation for Building Community (PFBC) to work with local residents and stakeholders to develop 'Northumberland Park Place Champions'. The purpose of this project is to increase the leadership capacity and understanding of residents, along with other stakeholders in Northumberland Park, on issues to do with estate regeneration and the links between physical fabric and quality of life. Key outputs of this project include:</p> <ul style="list-style-type: none"> <li>• A core team of engaged local residents (Place Champions) who are well informed about the process, of estate regeneration but who very much retain their independence from council</li> <li>• An informed group of residents who understand the impact of place-making and urban design on quality of life issues such as safety, health, belonging and beauty</li> <li>• An understanding within that core team of where and from whom they can access more information or independent advice and when they are likely to have to do that</li> <li>• As far as possible, a shared understanding within the local community of what their neighbours want, aspire to or (just as importantly) don't want in the future</li> </ul> <p>We have established a community hub at 163 Park Lane that is being used as a space for resident engagement and the delivery of programmes activities by the council and its voluntary sector partners. These have included health and well-being and employment initiatives and community run creative arts programmes. Following on from the establishment of the SALB RA, local residents have suggested that the current Stellar House tenants' room could be updated, enhanced and provide some early years and young people's services during the summer. This is being taken forward with the Park Lane Children's Centre.</p> <p>The Northumberland Park Residents Association have agreed a potential location for an outdoor gym behind the Neighbourhood Resource Centre. Residents in the immediate vicinity will be consulted in summer 2015, and subject to their being no major objections the work will be commissioned in late summer.</p>

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Marsh Lane site</b> <b>Lead Officer:</b> Area Regeneration Manager – North East Tottenham (Adam Hunt)	To utilise this Council owned site for the delivery of: <ul style="list-style-type: none"> <li>• Meanwhile uses</li> <li>• Long term redevelopment in keeping with our regeneration ambitions for Northumberland Park</li> </ul>	Surrounding landowners  Local community and stakeholders	£50,000 for initial feasibility (and meanwhile use subsidy if required)	The delivery of meanwhile uses on this site which are informed by community priorities and which contribute to economic activity in Northumberland Park  A clear plan for the long term redevelopment and utilisation of this site	<ul style="list-style-type: none"> <li>• Meanwhile uses strategy and approach agreed – Autumn 2014</li> <li>• Meanwhile uses and activities on site – from Spring 2015 onwards</li> <li>• A long term plan for the site agreed – Spring 2015</li> </ul>	In March 2015 Cabinet approved the proposal to relocate some of the Ashley Road Depot operations to Marsh Lane, providing the opportunity to deliver housing on the depot site and deliver a new modern depot at Marsh Lane. Part of the Marsh Lane site has recently been leased to Go Ahead to be used for parking buses on a 5 year lease with a break clause with vacant possession possible from March 2016.  Meanwhile uses are not possible on this site due to the construction works and vehicle movements associated with the relocation of the depot facilities.

## PRIORITY 4: TOTTENHAM HALE

A key area for opportunity, building on the delivery of a new station and a range of mixed use development

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Tottenham Housing Zone*</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Hale and South Tottenham (Peter O'Brien)	<p>The council's bid for Housing Zone funding will aim to bring greater cohesion to development proposals coming forward and to ensure the delivery of quality schemes and a quality place, with a balanced mix of tenure options. The bid centres on three core themes:</p> <ul style="list-style-type: none"> <li>• More affordable homes: a concerted effort through enhanced grant levels to deliver more affordable homes than would otherwise come forward given the viability constraints on key sites</li> <li>• A quality place: including an emphasis on the place-shaping investments and a determined focus on quality through the planning and development process</li> <li>• Innovation in delivery: exploring new means of bringing homes to market, developing new approaches to tenure mix across the Housing Zone and in the range of affordable housing products delivered</li> </ul>	GLA HCA TfL Local landowners Lee Valley Regional Park Authority	<p>Housing Zone grant (£44.115m indicative funding allocation)</p> <p>GLA Regeneration Build to Rent</p> <p>Affordable Housing Programme</p> <p>Site Acquisition Fund (Council)</p> <p>Council contribution to Harris Academy</p> <p>£500m HM Treasury UK Guarantee lending facility (seek to tailor to be fit for purpose for delivery)</p>	<p>1,900 homes across 8 priority sites, with additional sites taking total potential development level to 3,300 homes</p> <p>A further set of sites can come to, or are already coming to the market bringing the total number of new homes at Tottenham Hale to 5,000.</p> <p>4,000 jobs created in the Tottenham Hale area</p> <p>To develop a model delivery approach to meet local and London housing demand</p> <p>Deliver a Green Link (linear park) linking the High Road to the Lee Valley Regional Park including improvements to Down Lane Park</p> <p>Tottenham Hale district centre public realm strategy and delivery of suite of public realm works to include improved connections to the High Road</p>	<p>Cabinet consideration of the Housing Zone approach including authority to enter into grant agreements – July 2014</p> <p>Cabinet consideration of commencement of procurement for development partner(s) – July 2014</p> <p>First homes delivered in 2016</p> <p>Develop Design Quality Framework by 2015</p> <p>Undertake a gas and electricity infrastructure study for Tottenham Hale and/or other areas – Summer 2015</p>	<p><b>Housing Zone</b></p> <p>Cabinet approved the Tottenham Housing Zone bid submission in July 2014. In February 2015, the Mayor of London announced that Tottenham is one of 11 Housing Zones to be designated</p> <p>The new Tottenham Housing Zone with £44.115m of indicative GLA funding comprises:</p> <ul style="list-style-type: none"> <li>• Opportunities to build almost 2,000 new homes around and on top of Tottenham Hale station (560 of which will be affordable, and an ambition for 50 percent to be affordable homes), 4,000 construction jobs</li> <li>• Redevelopment of Tottenham Hale station</li> <li>• Open up Lee Valley Regional Park with two new bridges</li> <li>• Make Tottenham easier to travel around</li> <li>• Give new opportunities for retail, commercial and community space</li> <li>• Community infrastructure: a primary and secondary Harris Federation Academy, a health centre and associated community facilities.</li> </ul> <p>Following the announcement, work is underway between the GLA and council offers to complete the due diligence required to enter into grant agreement for the funding, expected by late Summer 2015.</p> <p><b>Design Quality</b></p> <p>At the Cabinet meeting in January 2015, the Planning Service presented a suite of revised planning policy documents that together provide a comprehensive strategic, area wide and development management framework. The Tottenham AAP provides a broad overview on the spatial vision for the area – and alongside the Site Allocations DPD lists locations for tall buildings and strategic views. The Development Management Policies DPD also embeds within the Local Plan, a Haringey Design Charter based upon the following principles:</p> <ul style="list-style-type: none"> <li>• Policy DM1 Delivering High Quality Design All development is required to be of a high standard of design and compatible with, and contributing to, the distinctive character and amenity of the local area. The council expects proposals to be design-led, and will support proposals for new development that:           <ul style="list-style-type: none"> <li>• Make a positive contribution to a place, improving the character and quality of an area</li> <li>• Relate positively to neighbouring structures, new or old, to create a harmonious whole</li> <li>• Confidently address feedback from local consultation</li> <li>• Demonstrate how the quality of the development will be secured when it is built</li> </ul> </li> </ul>

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Tottenham Housing Zone*</b> <b>Lead Officer:</b> Area Regeneration Manager – Tottenham Hale and South Tottenham (Peter O’Brien) (continued)						<ul style="list-style-type: none"> <li>• Is inclusive and incorporates sustainable design and construction principles.</li> </ul> <p>As the Design Charter progresses through the Local Plan process, the council will seek to revisit its validation and planning officer report criteria to embed the charters “lines of inquiry” into validation and assessment frameworks.</p> <p>There is an independent chair of the new “Quality Review Panel” (QRP) and a dedicated secretariat is expected to improve the quality and discipline within the panel and to reposition the panel as an independent expert panel advising the Planning Committee and Council on all major developments.</p> <p><b>Tottenham Hale District Centre Framework including public realm strategy and test projects</b></p> <p>Community information days were held in March and June 2015 to ensure that local people are informed about the projects planned for Tottenham Hale and to provide opportunity to comment on the proposals. This includes:</p> <ul style="list-style-type: none"> <li>• The progressed designs for the District Centre Framework [DCF]: a new centre for Tottenham Hale that will provide a focal point for the neighbourhoods surrounding it and create a place to meet, socialise, work, shop, be entertained as well as access to important services such as healthcare</li> <li>• Key principles guiding the improvements to streets and public spaces around Tottenham Hale, to make them more safe, user friendly and inviting</li> <li>• Initial ideas for improved routes between the green and open spaces in the area. Extending and connecting these spaces from the Lee Valley through to the High Road. The proposal of a ‘Green Link’ to connect the green spaces in Tottenham Hale was first introduced as part of the 2006 masterplan for Tottenham Hale. Financing has been secured to deliver this plan to better connect the green spaces in the area. A team has been appointed to reflect on the previous plans and develop a deliverable network of changes that will green the ‘grey areas’ of Tottenham Hale</li> <li>• A series of project proposals under consideration to develop opportunities for the area in the short-term and to test ideas as the Framework is being developed</li> </ul> <p>The District Centre Framework, Meanwhile, Streets and Public Spaces, and Green and Open Spaces Strategies will be finalised by early autumn 2015 and feed into the Area Action Plan which will be considered by Cabinet in the Autumn and issued for Regulation 19 consultation.</p> <p>A project to deliver an improved entrance to the Lee Valley Park from Mill Mead Road was completed in June 2015.</p> <p>The Green Link design will be progressed in 2015 working with the GLA and Transport for London, and the funding and a delivery route for the test projects will be established by the end of 2015.</p>



Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Industrial living programme</b> <b>Lead Officer:</b> Assistant Director – Planning (Stephen Kelly)	<p>A managed response to unauthorised occupation of industrial units aimed at supporting a safe, sustainable community whilst safeguarding economic outcomes for Tottenham/Haringey</p>		£600k over two years	<p>Planning policy framework for unauthorised living to safeguard employment land</p> <p>Action plan to secure safe occupation (where appropriate) of industrial premises</p>		<p>Inspections have been carried out of properties in the South Tottenham industrial estates. There has been a resource gap whilst an environmental health officer was recruited, the officer is now in post and this project will progress for the remainder of 2015/16 and 2016/17.</p> <p>The overall objective remains to ensure the implementation of the cabinet resolution (January 2014) to address the proliferation of the unauthorised change of use to residential of land within and surrounding the South Tottenham Industrial estates and facilitate the improvement in the quality of the existing residential accommodation. In order to achieve this, the following objectives are relevant:</p> <ul style="list-style-type: none"> <li>• Inspection of all units within the project scope (230)</li> <li>• Issue and service of enforcement notices on 100% of units where there is an alleged breach of planning control</li> <li>• Issue remedial notices under the Housing and Building Control Acts on 100% of units where there is scope to improve the quality of accommodation provided</li> <li>• Increasing the amount of floorspace set aside for employment uses</li> <li>• Facilitating the delivery of a masterplan-led regeneration of some of the sites.</li> </ul>
<b>Tottenham Hale Station – integrated package of improvements</b> Led by TfL	<p>Redevelopment of the station with an extended ticket hall and new entrance</p> <p>TfL, the council and the GLA are considering potential development opportunities in the station vicinity</p>	TfL GLA	£32m	<p>Extended ticket hall providing greater capacity and improved interchange between National Rail and Underground services</p> <p>A new gateway entrance</p> <p>Enhanced step-free access</p> <p>Improved retail offer</p> <p>Improved local connectivity to the east of the station</p>	Completion by 2017	<p>Additional funding was confirmed as part of the TfL Business Plan process to deliver the station redevelopment. TfL issued the tender documents for the contractor to deliver the works in May 2015, with responses due back in September 2015, and an expected start on site in early 2016.</p>
<b>West Anglia Mainline Upgrade (STAR)</b> Led by Network Rail	<p>Additional, predominately third tracking will be constructed on the section of the West Anglia Mainline between Coppermill Junction, to the south of Tottenham Hale, and Angel Road to the north</p>	Network Rail GLA TfL	£121m	<p>A new four trains per hour service between Angel Road and Stratford</p> <p>Closure of Northumberland Park station level crossing and delivery of new pedestrian and cycle bridge</p>	Completion by 2018	<p>Network Rail has gained approval in principle for its scheme design and will now continue to work up the proposals in detail.</p>

Project name	Description	Partners	Cost / funding	Outputs	Key milestones	2015 Update
<b>Further West Anglia Main line Upgrades (including potential four-tracking)</b> Led by Network Rail	Opportunities to further segregate local and regional services through the Lea Valley by constructing four tracks along the West Anglia main line.	Network Rail GLA TfL	TBC	Further West Anglia Mainline upgrade work to be developed  Increased local and regional service frequencies	Potential implementation within Control Period 6 (2019-2024)	<i>Added since Delivery Plan was published in July 2014.</i>  The Chancellor and Mayor of London announced the establishment of the West Anglia Task Force in February 2015. This will consider options for improving connections between London, Cambridge and Stansted, and highlight the line's potential to unlock growth, rather than just meet demand. The terms of reference and membership currently being established, and the Taskforce is due to report in Spring 2016.
<b>London Overground upgrade</b> Led by TfL	Electrification of the London Overground Gospel Oak – Barking line (which passes through South Tottenham) and an uplift in the capacity on the line	TfL	£115m + cost of rolling stock acquisition and platform lengthening	New, longer electric trains  Reduction in overcrowding  Improved air quality	Completion by 2017	<b>Electrification of Gospel Oak – Barking line (South Tottenham station)</b>  Electrification of the line is currently planned to start in 2016 and be completed in 2017. Accessibility improvement works to South Tottenham station are scheduled for completion in 2015.  <b>London Overground operation of Liverpool Street to Enfield Town line</b>  London Overground assumed responsibility for operating the line from 31st May 2015 (Seven Sisters, Bruce Grove and White Hart Lane stations). TfL will invest £25m next year in overhauling the stations now coming under its control, enhancing the stations and the train fleet over the period to 2018 (with new Overground-style 4-car trains from 2017).
<b>Cycle Superhighway 1</b> Led by TfL	Delivery of a high quality five-mile cycling route between Tottenham and The City (exact alignment to be confirmed)	TfL	TBC	Five-mile Cycle Superhighway between Tottenham and Liverpool Street	Consult on route identified  Completion by 2016	The consultation report was published on the TfL website on 29th May 2015. Detailed designs are being progressed and construction work is programmed to start on site in July 2015 for completion in April 2016.
<b>Crossrail 2</b> Led by TfL and Network Rail	Delivery of a high frequency, high capacity cross-London rail line  Greater connectivity  Boosting economic growth and regeneration	TfL Network Rail Department for Transport (DfT) GLA	Scale of investment: £12-20bn (project funding to be confirmed)	Stations could be located in Tottenham Hale, Seven Sisters, Turnpike Lane and Alexandra Palace (locations not finalised)	Safeguarding for the proposed route will be updated by DfT supported by TfL: 2015  Estimated construction completion: 2029/30	Crossrail 2 consultation on preferred route option – Autumn 2015. The Strategic Business Case was submitted to the Treasury in June 2015 to help make the case for further funding investment to support scheme development and seeking of powers needed to implement the scheme. Crossrail 2 expects to seek permission to build the new line in late 2017 and the process would last about two years. Subject to approval, construction is expected to start around 2020, with the new line opening from 2029/30.
<b>Tottenham Hale gyratory scheme</b> Led by TfL	Removal of the Tottenham Hale gyratory traffic system and construction of a new bus station at Tottenham Hale	TfL GLA	£34m	Tottenham Hale gyratory system converted to two-way operation, reducing the impact of traffic in the area  Public realm improvements  Redevelopment of Tottenham Hale bus station	Completed in October 2014	<i>Added since Delivery Plan was published in July 2014.</i>  The scheme was delivered on time and on budget in 2014. The new bus station also accommodates the newly extended 76 bus route. TfL Commercial Development has submitted a planning application for a number of “pop-up” retail units adjacent to the new bus and rail stations to improve local amenity and animation of the new public space, further enhancing the public realm.





**Haringey** Council