

Tottenham

LONDON BOROUGH OF HARINGEY

Tottenham High Road Strategy

PROJECT BRIEF - 2017

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1. INTRODUCTION

The London Borough of Haringey wishes to appoint consultants to prepare a strategy and delivery plan for Tottenham High Road with a specific focus on the district town centres of Bruce Grove and Seven Sisters/West Green Road. The strategy must provide a clear and up to date position on the existing health and performance of the High Road district town centres and set out a clear vision for the different centres along the High Road (and the areas in between the defined town centre boundaries) over the next 5 years. The strategy should be accompanied by a detailed delivery plan which identifies priority regeneration projects and initiatives. The strategy must take into account; the current health and performance of the town centres (economic performance, perceptions, environmental quality), relevant evidence base and planning policies, projects/sites already delivered and underway, and future land use and regeneration priorities for the High Road in the context of the overall regeneration programme for Tottenham, and Haringey. The Delivery Plan should include high level masterplans for key development areas and sites as directed by the project team.

Tottenham is one of London's largest regeneration areas and is undergoing significant change. Public sector inward investment of over £750m has already been secured for Tottenham including from the GLA Housing Zone programme, the Mayor's Regeneration Fund, Heritage Lottery Fund and Transport for London. The Tottenham Strategic Regeneration Framework (2014) and Tottenham Area Action Plan (2016) set out the blueprint to guide the future of the area with a focus on 4 key priorities (People, Place, North Tottenham and Tottenham Hale) as well as 4 geographical areas consisting of North Tottenham East, North Tottenham West, Tottenham Hale and the High Road (Bruce Grove, Seven Sisters and Tottenham Green).

The successful consultant team must have a demonstrable and proven track record in preparing tailored, innovative and deliverable development and investment strategies for town centre regeneration areas. The Council is seeking an experienced multi-disciplinary team to deliver this commission to a very high standard. The team should have experience in delivering similar commissions, ideally in a London context, and demonstrable skills in; economic strategy and development, town planning, town centre and retail analysis and strategy, masterplanning and design, the site development process, community and stakeholder engagement, commercial advice and project management. The High Road is the central core of Tottenham, this commission is an exciting opportunity to build on the work already completed and underway to shape the future of one of London's largest regeneration areas.

The Council's priorities and vision for Tottenham's Town Centres up to 2026 are set out in the draft Tottenham Area Action Plan (2016):

Vision for Tottenham's town centres

(By 2026) Tottenham High Road has strengthened its role as the main thoroughfare for community life in the area. New development along the High Road has integrated seamlessly with the historic buildings, many of which have now been restored to their former glory and are in high demand for occupation by local businesses and community organisations. Tottenham Green too has enhanced its role as the civic hub for the area. Seven Sisters and Bruce Grove District Centres initially saw their retail extents reduced, but are again seeing further demand as new businesses take up opportunities to share in Tottenham's success.

There is a need to improve the town centre offer across the whole of the Tottenham area, particularly to increase visitation to the centres and ensure their vitality. Maintaining local character will be an important challenge when considering opportunities for accommodating future growth and development in Tottenham.

The AAP offers opportunities to support the vitality of town centres. For example, centres can be proactively managed, including by reducing in size the Primary Shopping Area, so as to encourage a wider range of uses to move into the periphery of centres, to help attract visitors and better concentrate shopping activity.

The growth in Tottenham Hale will be supported and benefit from the provision of both new office space and increased retail development as a new District Centre.

In North Tottenham, there is a need to realise the investment being made by Tottenham Hotspur FC on their stadium site as a catalyst for wider change, ensuring this area becomes a hub of activity throughout the week and not just on match days. This can be achieved by establishing the location as a premier leisure destination for London, whilst also retaining a local retail function to support the community.

Improving the retail offer in Tottenham will require positive interventions. This includes public realm and other enhancements to improve the townscape and reduce congestion in centres, as well as encouraging a better variety of local amenities such as recreation, leisure, community spaces and cultural facilities.

Tottenham Area Action Plan- Priorities and vision for Tottenham's town centres up to 2026.

The High Road Strategy will be used to deliver the above vision and priorities by:

- Providing an up to date picture and 'stocktake' of the current retail and economic health of the High Road and specifically the two district town centres of Seven Sisters/West Green Road and Bruce Grove
- guiding the future land use and economic strategy for the High Road
- guiding the implementation and delivery of key development sites
- identifying regeneration projects for delivery by both the Regeneration team and other partners (these should encapsulate a wide range of initiatives and projects such as

development sites, public realm improvements, economic development initiatives and transport improvements)

- guiding and influence planning applications and decisions from a regeneration context
- marketing the High Road to both existing and new residents and businesses as a place to shop, invest and spend time in.

OUTPUTS

The commission should include the following stages of work. Further details on the required outputs and deliverables are set out in section 6:

1. A review of the current policy framework for the area, relevant evidence base documents, and pipeline development schemes to inform strategy formulation and preparation of a vision for the High Road and its town centres relating to retail, employment land/workspace, arts and culture, leisure, and the night time economy.
2. Town centre healthchecks for the two district town centres and local centres as directed (Broad Lane and North Tottenham) incorporating qualitative and quantitative aspects of town centre health including vacancy rates, footfall data, commercial rents, perceptions and environmental quality. This should be benchmarked against other similar (in both size and economic profile) town centres for comparison purposes.
3. Following completion of the above stages of work, the preparation of a draft High Road Strategy (direction of travel style document) and Community Engagement Plan for discussion and refinement with the project team. Based on the information and data gathered in 1. and 2. above, the draft document should include; a clear picture of the current economic health of the High Road and its retail centres, an overall draft High Road Strategy that sets out a specific vision for the High Road and encompassing its different places and retail areas in the future, an approach to specific land uses at both an area-wide and site specific level, and a list of key redevelopment sites and suggested regeneration projects for consideration and consultation with the community and stakeholders.
4. Community and stakeholder engagement on the draft High Road Strategy: A period of engagement on the draft strategy is required which should include meetings with both internal and external stakeholders and a public exhibition.
5. Following the completion of the community engagement on the draft strategy the consultant team should produce both a Consultation Findings Report and final draft High Road Strategy and Delivery Plan. The Delivery Plan should include clear recommendations for priority regeneration sites and projects over the next 5 years including; recommended interventions relating to land use policy and economic development to deliver the vision, high level masterplans for specific areas and sites encompassing future uses for land and buildings, infrastructure and public realm interventions. The Delivery Plan must be

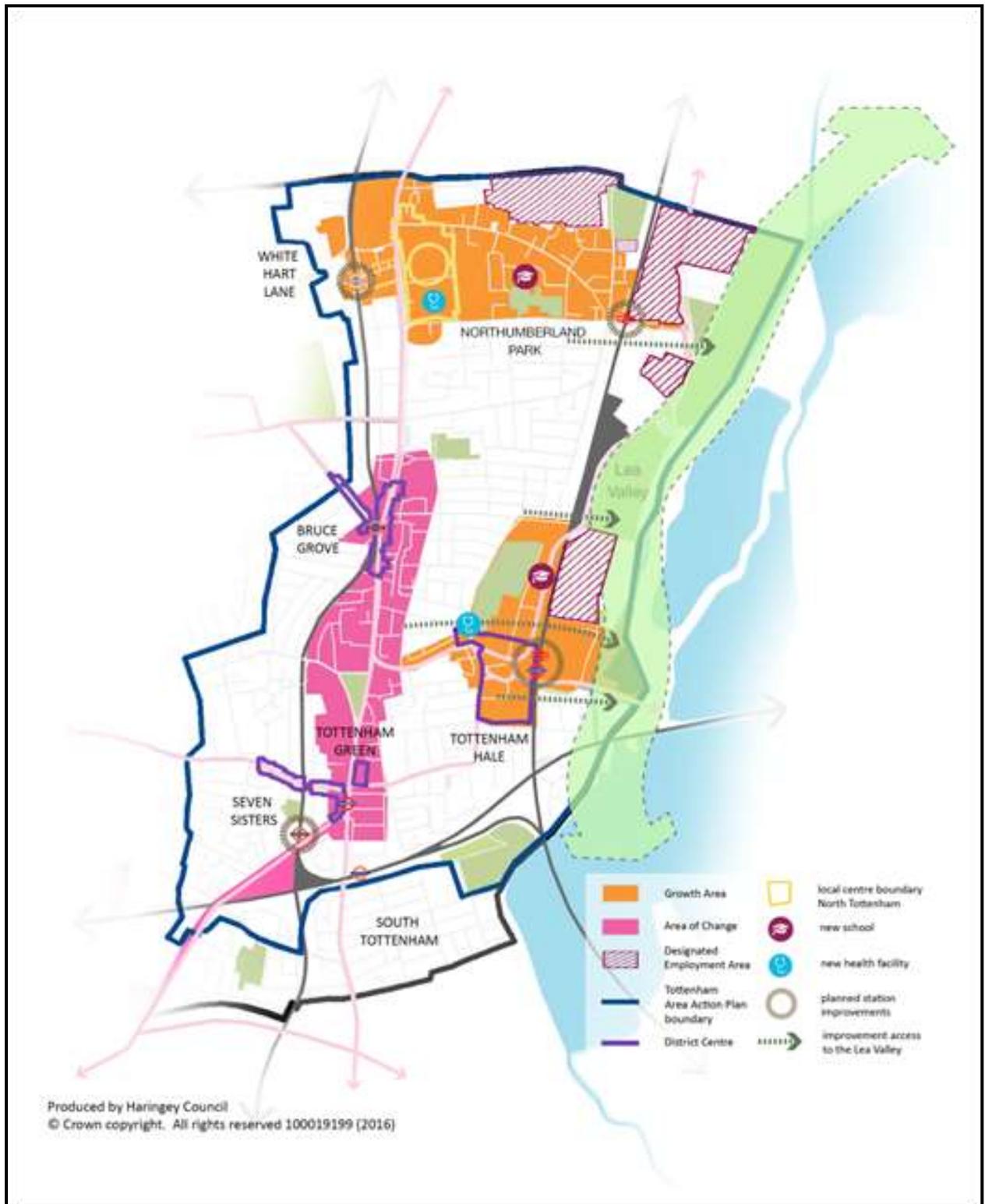
underpinned by sound economic and commercial analysis on viability and set out delivery options and recommended delivery scenarios for the identified sites and projects.

6. Following review of the above documents by the project team a final version of the Strategy and Delivery Plan should be submitted.

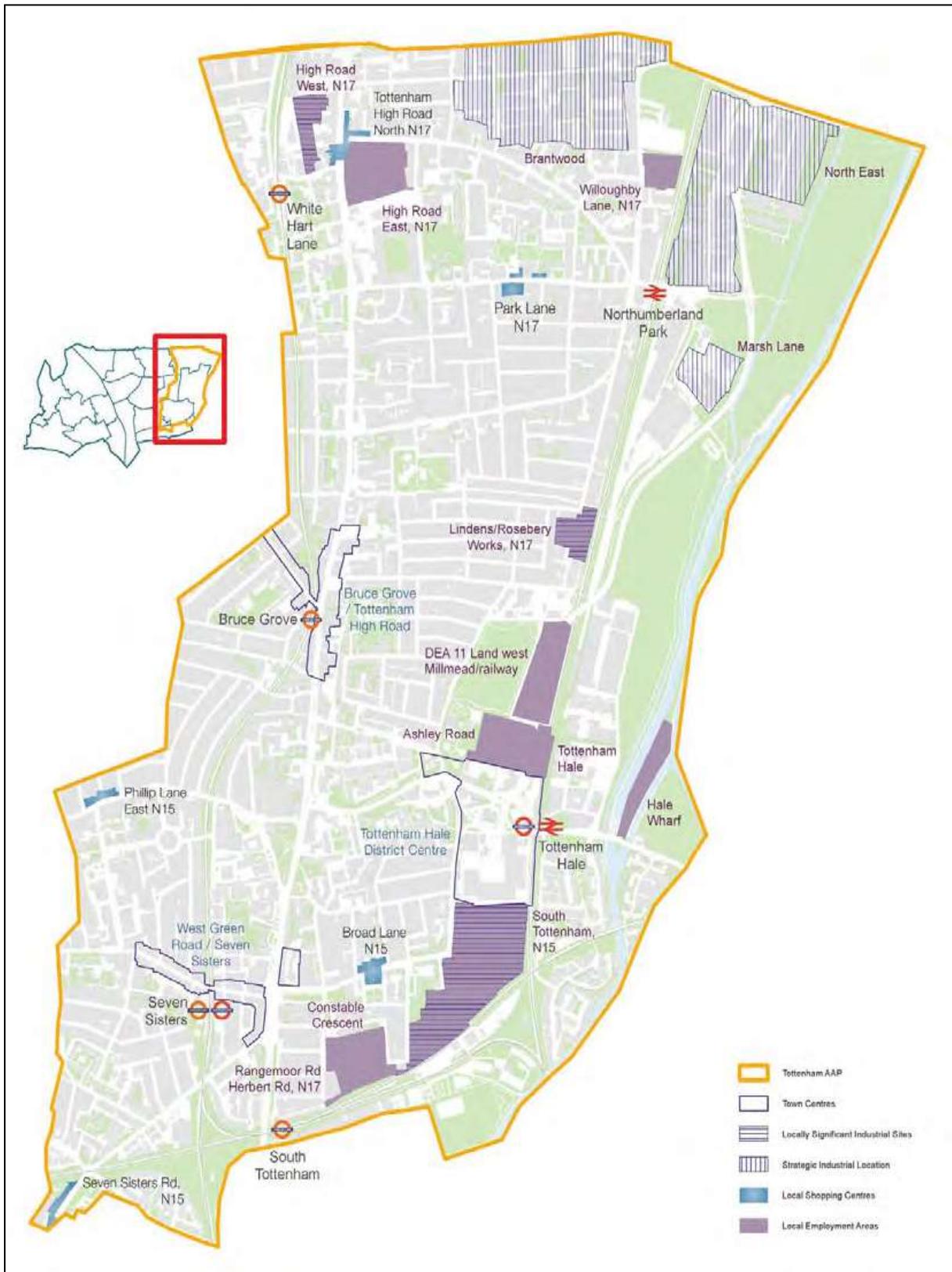
In addition to the above outputs the consultant team may be tasked with advising and assisting the Council in relation to any relevant funding opportunities that arise throughout the course of the commission.

Tottenham Area Action Plan: Key Diagram (as modified via EiP):

http://www.haringey.gov.uk/sites/haringeygovuk/files/appendix_c_schedule_of_modifications_to_the_tottenham_aap_280417.pdf



Tottenham Area Action Plan: Economic Assets Map (Town Centres and Industrial/Employment Areas) Please note the below map is subject to minor amendments via the AAP EIP process http://www.haringey.gov.uk/sites/haringeygovuk/files/06_tottenham_aap_dtp_221215.pdf



2. AREA CONTEXT

The High Road forms the central spine of Tottenham, connecting the more residential neighbourhoods to the east and west with a hub of retail, civic and community activity. Tottenham High Road is a major transport corridor (part of the A10/A1010 Transport for London strategic route network) which runs north-south and connects Haringey to the boroughs of Hackney in the south and Enfield in the north. In addition the area is served by Bruce Grove station London Overground connecting to Liverpool Street and Enfield Town) and Seven Sisters underground and overground station (Victoria line and London Overground). The High Road is also well served by a number of bus routes connecting north and south as well as to Tottenham Hale and Wood Green and Turnpike Lane. South Tottenham overground station is approximately 10 minutes walk south of Seven Sisters underground station connecting east-west to Barking and Gospel Oak. The current proposed route of Crossrail 2 would pass through Seven Sisters from central London before continuing to Tottenham Hale and Wood Green.

The High Road environment is characterised by a mix of mainly retail, commercial and civic uses lining the street, often with housing above the ground floor commercial uses. There are no protected industrial or employment sites in this part of Tottenham, these types of uses are concentrated in North Tottenham and Tottenham Hale. Green space is generally limited along the High Road with the exception of Tottenham Green, a historic green space spanning both sides of the road, bordered by important listed buildings. Two of the borough's five District town centres sit along the High Road; Bruce Grove and Seven Sisters/West Green Road. These are the focus of retail in the area and include primary and secondary shopping frontages to protect the amount of existing retail space. There are also a number of other local town centres in Tottenham which the study will need to consider in the context of future plans for the district centres, in particular North Tottenham and Broad Lane local centres given their location and proximity to the district town centres. The local centres of Park Lane, Lordship Lane East and Philip Lane East are not required to be considered in detail by this piece of work, other than to provide area context.

The High Road benefits from attractive architecture and significant listed buildings such as Palace Cathedral, the former Barclays bank building at Seven Sisters, Holy Trinity Church, and Bruce Castle. Most of the High Road is within a Conservation Area (CA), several different Conservation Areas line the High Road including the Page Green and Seven Sisters CA, Tottenham Green CA, Bruce Grove CA, Scotland Green CA and North Tottenham CA.

In relation to the regeneration programme the district town centres of Seven Sisters/West Green Road and Bruce Grove are undergoing less significant change and transformation in comparison to North Tottenham and Tottenham Hale. This is primarily due to the physical characteristics of the area; the High Road transport corridor, high quality Victorian architecture and housing stock, and several conservation areas (including a significant number of listed buildings).

Therefore the focus of the regeneration programme for the High Road so far has been on strengthening the offer of the town centres and capitalising on the excellent transport connections (Seven Sisters and Bruce Grove stations) by diversifying the range of town centre uses by supporting new businesses, delivering public realm improvements, reinvigorating heritage assets, and bringing forward strategic development sites to contribute to the delivery of the housing and jobs targets for Tottenham (such as Wards Corner and Apex House). The following regeneration objectives for the

High Road are set out in the Tottenham Strategic Regeneration Framework (2014) and supported by the Tottenham Area Action Plan (2017):

- Create great places for people to meet and spend time in
- Use bold planning measures to create great town centres, public spaces and streets
- Improved access to jobs and business opportunities
- Attract investment, new businesses and deliver local business growth
- High quality public realm schemes
- Celebrate heritage assets
- Breathing new life into empty and underused sites
- Create a sense of momentum through small and medium sized projects

It is expected that the delivery of the above priorities will continue as the regeneration programme progresses but with additional emphasis on directing land uses more effectively both within and outside the town centres in order to ensure their future growth and success (taking into account the vision for Tottenham, and specifically the High Road and town centres, set out in the Tottenham AAP), and the redevelopment of key sites in the area to continue to deliver town centre regeneration ensuring the future economic success and health of the town centres, as well as new homes and jobs.

3. TOTTENHAM HIGH ROAD- THE REGENERATION PROGRAMME

3.1 THE REGENERATION PROGRAMME TO DATE

As stated the High Road forms the central spine of Tottenham, it comprises a mixed use environment which includes retail, residential, community and commercial functions as well as serving as a strategic North London transport corridor. Two of the boroughs five district town centres (Seven Sisters/West Green Road) and Bruce Grove run along the corridor, Bruce Grove town centre is characterised by relatively more multiple retailers than at Seven Sisters/WGR which includes more independent units. Both centres have relatively small retail floorplates, although Bruce Grove has slightly larger units overall and more national/chain retailers as a result .

Since 2012 the regeneration programme for the High Road (with the exception of the North Tottenham local centre which is discussed in more detail in Section 4) has focused geographically on the area between Seven Sisters underground station up to, and including, Bruce Grove town centre. The delivery of the regeneration programme in this area has been focused on the Place priority as set out in the Strategic Regeneration Framework, the overall aim of the Place priority is to:

‘Better care for the place and enhance the centres that make up Tottenham’

The focus of the programme to date has been on improving the public realm and physical environment of the town centres (and the areas in between), increasing the vitality and viability of the centres, curation of spaces and places to diversity town centre uses, increase footfall and visitor numbers, enhancing historic assets as well as the areas around the key transport hubs of Bruce Grove and Seven Sisters stations. The public realm improvements have been delivered through a joint programme with the Greater London Authority known as Growth on the High Road (GotHR). In total 7 different projects have been completed as part of the GotHR programme (Tottenham Green, Holcombe Road, Brook Street and Albert Place public realm improvement schemes, Bridge Grove bridge signage and lighting, Monument Way bar cafe (bringing a long vacant former toilet block back into commercial use as a bar/cafe), shop front improvements focused on West Green road, Bruce Grove and North Tottenham, and a town centre events programme. These projects were conceived and co-designed with significant involvement from local residents and the business community. Further interventions in the area are also planned with partners including the Transport for London led public realm improvements to Bruce Grove town centre (scheduled for delivery in 2017), redevelopment of Bruce Grove station forecourt as an A1 or A3 use (HGY/2014/2349), and Tottenham Green Phase 2 (continuing the public realm improvements at the Green through to Clyde Road from the Bernie Grant Arts Centre courtyard).

The public realm/physical improvement programme has been delivered in parallel with a series of commercial/economic regeneration initiatives focused on the diversifying the range of uses along the High Road and bringing new economic activity, commercial floorspace and jobs into the area. Examples of this include the establishment of a weekly food market at Tottenham Green, a new cafe and workspace at 266 High Road, new and improved stalls at Holcombe Market, the creation of an office/design hub at 451 High Road (N17 Design Studio), the redevelopment of Westerfield Road car park into a retail and commercial space with 60 new units in shipping containers (currently at planning application stage), a new restaurant at Tottenham Green in the listed former Fire Station building, the conversion of an annex to Holy Trinity Church to a park cafe and workspace (in

development), the redevelopment of Bruce Grove station forecourt into a restaurant space (planning consent granted) and the Opportunity Investment Fund (a Tottenham-wide business loan fund aimed at delivering new commercial floorspace and jobs in the area).

Wards Corner and Apex House are significant mixed used development sites next to each other on the west side of the High Road on top of Seven Sisters station. Apex House (HGY/2015/2915) comprises 163 residential units and 879sqm of market (sui generis) or A2, A3, or B1 flexible commercial floorspace at ground floor level. Apex House will start on site in 2017 and is scheduled for completion in early 2020. Wards Corner (HGY/2012/0915) comprises 196 residential flats and 3693m² of retail floorspace (A1/A2/A3/A4) which includes a reprovided market. The commencement date of Wards Corner is dependent upon the outcome of a Compulsory Purchase Order which is due to be considered by the Secretary of State in a public inquiry in July 2017. There are a number of other consented development sites along or close to the High Road sites which will deliver new homes, most notably is the cluster of residential consents along Lawrence Road (adjacent to West Green Road district centre).

3.2 THE HIGH ROAD- FUTURE REGENERATION PRIORITIES

The following section sets out the key drivers and likely priorities for the High Road strategy. The successful consultants will be expected consider and build upon the following directives to create a clear vision and strategy for the High Road and Seven Sisters/West Green Road and Bruce Grove district town centres over the next 5 years.

Developing and delivering the planning policy framework- Tottenham Area Action Plan

The focus of future regeneration initiatives and projects along the High Road and in the town centres should consider the planning policy framework set out in the Tottenham Area Action Plan as well as relevant evidence base documents. Further detail on the planning policy requirements for the different areas along the High Road are set out in Appendix 1 and the list of evidence base documents is in Appendix 2. The consultant team is required to advise and provide further detailed information on the application and delivery of the following land use requirements for the High Road:

- Alternative uses to retail outside of designated town centres
- Mix and type of commercial/employment uses required in different areas, and on specific sites
- Evening economy uses required and optimum locations for these uses
- Cultural land uses and activities required and optimum locations for these uses.

Town centre health and vitality

The Greater London Authority has collated some data on district town centres (2016) which includes floorspace and mix of uses as well as retail vacancy rates. This study is expected to provide a comprehensive town centre health check of the two district town centres to include both qualitative and quantitative data.

The High Road Strategy should providing a clear vision and delivery plan for the improvement and continued regeneration of the High Road including Bruce Grove and West Green Road/Seven Sisters District Centres informed by an up to date consideration of planning framework for the area, relevant evidence base documents, and the economic health of the High Road and its town centres.

Potential development sites

In comparison to Tottenham Hale and North Tottenham, there is generally less scope for large scale new developments along the High Road and its immediate environs due to its streetscape and geography however there are a number of redevelopment sites in various different stages of development, most of which are allocated in the Tottenham Area Action Plan. The role of the High Road strategy will be to identify the sites which are strategically important to the future health and

vitality of the High Road and the town centres, and which should be prioritised and brought forward for redevelopment.

The High Road Strategy and Delivery Plan should identify and prioritise the key sites and areas for future redevelopment in order to enhance the future performance, health and vitality of the High Road and the town centres. The Delivery Plan should provide further detail on these development areas and sites in the form of high level area masterplans.

Heritage and conservation

Another priority for the High Road is the preservation and enhancement of its historic buildings in relation to both improving the physical appearance of the environment, and maximising their regeneration and social value to enhance the vitality and viability of the town centres and the High Road.

The High Road Strategy should focus on the future role of significant historic buildings in relation to the opportunities they present to increase the vitality and vibrancy of the High Road overall, and the town centres.

Environmental quality and public realm improvements

The delivery of the Tottenham Place priority to date has focused on improving the quality of the environment and the public realm on the High Road. While a significant number of projects have been delivered more work could still be done to consolidate and complement planned improvements around public transport hubs and prospective development sites. Continued emphasis should therefore be given to enhancing the quality of the environment and the public realm of the High Road and the town centres.

The High Road is a heavily trafficked and strategically important transport corridor which has implications for air quality and the quality of the environment for pedestrians and cyclists. Efforts should be made where possible to improve air quality along the High Road corridor and limit any further negative impacts of vehicle emissions. The Mayor of London has recently designated the High Road as one of 10 Low Emission Bus Zones in London in an effort to reduce the impact of bus emissions on the air quality in these locations. The transport impacts of land use proposals and any new development on the High Road transport corridor should therefore be considered in the High Road strategy.

The strategy should include a high level plan for future interventions in the public realm, this should be prepared alongside work underway by the Regeneration Team to evaluate previous public realm schemes already completed (under Growth on the High Road) and identify a list of potential new public realm projects for the High Road.

Place marketing

An early deliverable in the programme of work will be identification of a clear and distinct vision for each of the High Road town centres. This should then be development further in the Delivery Plan with the identification of a bespoke place marketing approach for both Seven Sisters/West Green Road and Bruce Grove town centres.

4. STRATEGIC REGENERATION CONTEXT

Preparation of the High Road strategy will also need to consider the wider regeneration context of the area. While the approach on the High Road has focused on diversifying the offer of the town centres and improving the quality of the existing environment the regeneration programme in both Tottenham Hale and North Tottenham has taken a different approach based on the specific opportunities in each of those locations set out below.

Tottenham Hale and South Tottenham

Tottenham Hale is earmarked for significant change and comprehensive regeneration as set out in the Tottenham Hale District Centre Framework (2015) which will create a new district town centre at Tottenham Hale via the reconfiguration and redevelopment of the sites around Tottenham Hale station, including the retail park. The Council expects to see provision made for a range of town centre uses, including retail, office, hotel community, leisure and higher education facilities. Within the South Tottenham and Tottenham Hale industrial areas, the Council will encourage renewal and reorientation to more intensive industrial and employment uses, and within select parts, will promote warehouse living where this supports existing creative communities and secures the employment use of these sites. On other industrial estates within Tottenham Hale such as the Millmead estate, the Council will seek to retain these in their current use and will strongly resist proposals to introduce non-industrial uses.

Tottenham Hale is also a designated Housing Zone; the redevelopment of key sites (Monument Way and Wellbourne Centre, Tottenham Hale retail park, Station Square, Ashley Road, Hale Wharf, Hale Village, Fountayne Road, Herbert Road and Constable Crescent) is expected to deliver 5000 new homes of which 40% will be affordable. There is also a target to deliver 4000 new jobs in Tottenham Hale; there are 3 protected industrial sites in Tottenham Hale (South Tottenham Employment Area, Rangemoor Road and Herbert Road) and the vision for these is to reconfigure and re-densify the employment uses here to create new businesses and generate more jobs from the employment land available. Alongside the redevelopment of sites to deliver new homes and jobs, a number of transport interventions are planned including the provision of a new transport hub at Tottenham Hale (including new bus interchange facility, a new station, improved train frequencies, and Crossrail 2) and improved pedestrian and cycle links to the Lee Valley Park and Tottenham High Road via a series of public realm improvements and the creation of a network of interconnected green routes and spaces as set out in the Tottenham Hale Streets and Spaces Strategy (2014) .

North Tottenham

North Tottenham (generally defined as the area north of Lordship Lane up to the Enfield border at Angel Edmonton) is currently undergoing large scale change. The overarching aims for North Tottenham area are that it will:

- be a world class leisure and residential destination for London
- deliver 8000 new high quality homes for a mix of incomes, tenures and lifestyles
- bring forward a high quality public space network, centred around new, active public and community space adjacent to the new THFC stadium
- create thousands of new jobs through over 100,000sqm of new commercial space and health, education and community facilities

- be home to mixed and sustainable communities and be a great place where people want to work, live and visit
- retain and enhance its diverse character and strong community identity
- have a mix of urban and landscaped settings with improved access to a busy London high street, the open spaces of the Lee Valley Park and better connections to the rest of London
- experience vastly improved social, economic and health outcomes for its local communities
- have a thriving High Road which is significantly enhanced through shop front and streetscape improvements
- enjoy a significant increase in the provision of community and educational facilities ensuring that the local community will have the best access to high quality services

The development of the new 61,000 seater Tottenham Hotspurs stadium is on site and due for completion in 2018. The development also comprises 585 residential housing units (comprising 4 residential towers of up to 35 stories), a new club store and museum, extreme sports centre, 180 bedroom hotel and 49 serviced apartments, community medical centre, 400m2 of community or office space (D1 or B1), enhanced public realm and a new public square at podium level.

Opposite the football club site is High Road West (HRW), a council owned housing estate. The HRW masterplan area also includes the Peacock Industrial Estate to the west which is a designated employment site and is included in the masterplan red line boundary. The Council is undertaking a procurement process to appoint a development partner to lead on the delivery of the 11 hectare site including a minimum of 1400 homes and 35,000sqm of commercial space, a new public square and a modern library and learning centre. In addition to the HRW scheme improvements will be made to White Hart Lane station and the public realm around White Hart Lane.

Estate renewal is also planned for the council owned Northumberland Park estate, a 32 hectare scheme where a masterplan framework has been developed in partnership with the local community, will see the delivery of a transformational residential led development scheme via the Haringey Development Vehicle. The scheme will deliver 5000 new homes, 40,000sqm of new commercial space, a new all-through academy school, new public spaces connecting north Tottenham with the open spaces and waterways of the Lee Valley Park. A new Crossrail 2 station is also planned for Northumberland Park.

The majority of the retail in the area is focused around the North Tottenham local centre (also a CA). Tottenham Area Action Plan states that the North Tottenham local centre Tottenham could benefit from sensitive improvements and investment. Retail units are generally occupied by independent operators and there is a high proportion of fast food takeaways and convenience stores. A project is currently underway to restore up to 28 historic shopfronts and their upper floors in the North Tottenham local centre.

There are a number of designated industrial sites in North Tottenham including the Brantwood Road Industrial Estate, the North East Tottenham Trading Estate and Willoughby Lane.

Wood Green

Wood Green is the boroughs other priority area for regeneration and growth. It is Haringey's only Metropolitan Town Centre and is identified as a Regeneration Area in the London Plan. The draft

Wood Green Area Action Plan was published in February 2017 proposes employment led regeneration including around 7,700 net additional housing units, and 4,000 new jobs, together with improvements to the retail offer in the town centre, public realm improvements and associated community and social infrastructure thus unlocking the potential that the provision of Crossrail 2 brings to Wood Green. 17,000m² of new town centre floorspace and 47,000m² of employment floorspace is planned for Wood Green. When considering the future of the High Road and the role of Tottenham's town centres consideration must be given to the future plans for Wood Green and its role in the borough's retail hierarchy.

In summary the High Road Strategy will need to consider the impact of the changes planned for other parts of Tottenham (and the borough), specifically the new district town centre planned at Tottenham Hale and proposed employment/workspace diversification in this area, as well as the arrival of a new international sports and leisure destination in North Tottenham, on the High Road. The strategy for the High Road should set out a clear role and identity for Bruce Grove and Seven Sisters/West Green Road in the future, as well as the space in between and around the town centre, in the context of the current economic performance of the town centres and the strategic regeneration of the area.

5. TEAM REQUIREMENTS

The appointed consultants will require a team with the following skills:

- Planning (including a specific focus on retail, economic development, arts and culture, and the evening economy)
- Heritage and conservation
- Economic development
- Arts and culture
- Masterplanning and site feasibility
- Community and stakeholder engagement
- Transportation planning
- Commercial advice
- Project management

Planning and land use advice relating to retail and other town centres uses and employment land is an essential component of this piece of work. Commercial and economic advice is also critical to shape the future of the town centres; the resulting strategy will therefore need to deliver and include policy, land use and design considerations with commercial viability.

The commission should identify and focus on specific areas and redevelopment sites and consider their role in shaping the future of Tottenham High Road. While the Tottenham AAP identifies redevelopment sites, further detail is needed on land uses, quantum and design principles. The delivery plan should provide this at a high level and pave the way for further detailed work on individual sites in the form of site specific masterplans and planning briefs.

This commission is an opportunity to engage the local community including residents, stakeholders and businesses in shaping the future of the High Road and Tottenham's town centres. Demonstrable experience of imaginative engagement techniques in the preparation of similar documents is essential.

Project Management

The consultant team will report into the Head of Area Regeneration (project sponsor/manager) in the Regeneration Team. The project will be governed by a working group made up of officers from the Tottenham Regeneration Team, Planning Policy, Development Management and Economic Development. The consultant team may be required to liaise with other Council service areas as and when required as directed by the project sponsor.

The consultant team will also be required to work collaboratively with a range of other consultants working for the Council on projects that are linked to this piece of work specifically

Progress on the strategy will be reported monthly to the Tottenham Programme Office via project review meetings and highlight reporting. Key decisions will be taken by the Tottenham Delivery Board. The Tottenham Delivery Board is made up of our key partners including the Greater London Authority and Transport for London.

6. PROJECT PROGRAMME AND DELIVERABLES

The information in this section defines the client requirements and defined outputs for this commission:

1. A review of the current policy framework for the area, relevant evidence base documents, and pipeline development schemes to inform strategy formulation and preparation of an up to date vision for the High Road and its town centres relating to retail, employment land/workspace, arts and culture, leisure, and the night time economy. *This review should take the form of a chapter in the draft and final High Road Strategy and provide a clear and succinct account of the national, regional and local drivers for change in town centres, and for Tottenham's town centres specifically. Relevant data should be included where appropriate.*
2. Town centre healthchecks for the two district town centres of Seven Sisters/West Green Road and Bruce Grove (and local centres as directed- Broad Lane and North Tottenham) incorporating qualitative and quantitative aspects of town centre health including vacancy rates, footfall data, commercial rents, perceptions and environmental quality. This should be benchmarked against other similar (in both size and economic profile) London town centres for comparison purposes. *The healthchecks must utilise relevant and reliable data sources; the sources must be agreed with the project team but should include relevant Experian Goad survey data and provide a refresh and further detail on the 2016 GLA town centre healthchecks. The healthchecks and findings should take the form of a chapter in the report and be supplemented by relevant data in the form of appendixes. More detailed survey data should be provided to the Council in electronic format.*
3. Following completion of the above stages of work, the preparation of a draft High Road Strategy (direction of travel style document) and Community Engagement Plan for discussion and refinement with the project team. *Based on the information and data gathered in 1. and 2. above, the draft document should include; a clear picture of the current economic health of the High Road and its retail centres, an overall draft High Road Strategy that sets out a specific vision for the High Road and encompassing its different places and retail areas in the future, an approach to specific land uses at both an area-wide and site specific level, and a long list of key redevelopment sites and suggested regeneration projects for consideration, consultation and refinement with the community and stakeholders. The Community Engagement Plan should set out the approach to engaging the community and key stakeholders on the draft Strategy.*
4. Community and stakeholder engagement on the draft High Road Strategy: A period of engagement on the draft strategy is required (anticipated to be 3 weeks) which should include meetings with both internal and external stakeholders and a public exhibition. *The engagement should factor in 5 stakeholder meetings and two public exhibition events; one public exhibition event to be held on a week day evening and one on a Saturday. An indicative price should also be provided for any additional engagement events (priced per type of individual event).*

5. Following the completion of the community engagement on the draft strategy the consultant team should produce both a Consultation Findings Report (to be included as a chapter as well as a more detailed appendix in the final draft strategy) and final draft High Road Strategy and Delivery Plan. The Delivery Plan should include clear recommendations for priority regeneration sites and projects over the next 5 years including; recommended interventions relating to land use policy and economic development to deliver the vision, high level masterplans for different sections of the High Road (up to 5 masterplans for the following areas: Seven Sisters/West Green Road District Centre, Tottenham Green up to Bruce Grove District Centre, Bruce Grove District Centre and surrounding areas, Bruce Grove District Centre northern boundary to Lordship Lane, Lordship Lane to North Tottenham Local Centre) encompassing future uses for land, sites and buildings, infrastructure and public realm interventions. The Delivery Plan must be underpinned by sound economic and commercial analysis on viability and set out delivery options and recommended delivery scenarios for the identified sites and projects.

6. Following review of the above documents by the project team a final version of the Strategy and Delivery Plan should be submitted.

All documents must be supplied in hard colour copy (3 paper copies of each report) and in electronic format.

NB: In addition to the above outputs the consultant team may be tasked with advising and assisting the Council in relation to any relevant funding opportunities that arise throughout the course of the commission.

The final strategy document may be taken adopted as a Supplementary Planning Document at a later date therefore if required relevant measures must be put in place throughout its preparation of the strategy to enable this in the future.

APPENDIX 1- PLANNING POLICY CONTEXT

The statutory development plan comprises the following documents: London Plan 2015; Haringey Local Plan 2013: Strategic Policies 2017; Development Management Policies 2017, Tottenham AAP 2017). Other relevant policy documents are detailed in Appendix 2. The key policy requirements for the areas of focus along the High Road as set out in the Tottenham Area Action Plan are set out below:

TOTTENHAM'S TOWN CENTRES

Town centres are at the heart of local communities and essential components of sustainable places. In Tottenham, town centres need to retain their distinctiveness and offer different experiences so as to complement rather than compete with each other. There is a need to improve the town centre offer across the whole of the Tottenham area, particularly to increase visitation to the centres and ensure their vitality. Maintaining local character will be an important challenge when considering opportunities for accommodating future growth and development in Tottenham.

The AAP offers opportunities to support the vitality of town centres. For example, centres can be proactively managed, including by reducing in size the Primary Shopping Area, so as to encourage a wider range of uses to move into the periphery of centres, to help attract visitors and better concentrate shopping activity. Such measures would allow well-known retailers to congregate in Tottenham's retail cores, together with a mix of smaller units elsewhere, allowing the flexibility for family businesses to continue to form and expand. The Council will need to work with the community and local businesses to ensure they are supported in the growth of Tottenham.

The growth in Tottenham Hale will be supported and benefit from the provision of both new office space and increased retail development as a new District Centre. This will be guided by a District Centre Framework. In North Tottenham, there is a need to realise the investment being made by Tottenham Hotspur FC on their stadium site as a catalyst for wider change, ensuring this area becomes a hub of activity throughout the week and not just on match days. This can be achieved by establishing the location as a premier leisure destination for London, whilst also retaining a local retail function to support the community.

Improving the retail offer in Tottenham will require positive interventions. This includes public realm and other enhancements to improve the townscape and reduce congestion in centres, as well as encouraging a better variety of local amenities such as recreation, leisure, community spaces and cultural facilities

TOTTENHAM TOWN CENTRE VISION

Tottenham High Road has strengthened its role as the main thoroughfare for community life in the area. New development along the High Road has integrated seamlessly with the historic buildings, many of which have now been restored to their former glory and are in high demand for occupation by local businesses and community organisations. Tottenham Green too has enhanced its role as the civic hub for the area. Seven Sisters and Bruce Grove District Centres initially saw their retail extents reduced, but are again seeing further demand as new businesses take up opportunities to share in Tottenham's success.

TOTTENHAM RETAIL FLOORSFACE QUANTUMS

The draft Tottenham AAP (modified version) sets out the need for increased retail floorspace in the plan area; the Local Plan (Strategic Policy SP10) establishes a requirement for an increase in retail provision of 23,995m² floorspace (13,800m² comparison goods and 10,195m² convenience) across the borough up to 2026. To meet this requirement, the Tottenham AAP identifies sites with potential

to deliver 85,570m² of town centre uses floorspace. The vast majority of this town centre floorspace is anticipated to be within the retail Use Classes and includes the reorientation of the Retail Park in Tottenham Hale to a District Centre and the expansion of a leisure-oriented local centre in North Tottenham. It is important to note that the figures set out in the table are gross and indicative, and as mentioned in relation to the Tottenham Retail Park will replace the existing big box retailing with a more fine-grained, mixed use, walk-to retail typology. This may therefore not result in a significant change in the total on-site retail floorspace.

Town Centre trajectory- retail floorspace:

Development Plan Document	Site Allocation Reference	Site Allocation Address	Indicative Town Centre Floorspace, inc retail	6-10 years (2016/17-20/21)	11-15 years (2021/22-2025/26)
Tottenham Area Action Plan	SS5	Ward's Corner	3,700m ²	3,700m ²	
	SS6	Apex House & Seacole Court	1,600m ²	1,600m ²	
	TG3	Tottenham Police Station and Reynardson Court	490m ²	490m ²	
	BG2	Bruce Grove Station	100m ²	100m ²	
	BG3	Bruce Grove Snooker Hall & Banqueting Suite	850m ²		850m ²
	NT3	Northumberland Park North	340m ²		340m ²
	NT4	Northumberland Park Estate Renewal	1,550m ²		1,550m ²
	NT5	High Road West	11,740m ²	5,870m ²	5,870m ²
	NT6	North of White Hart Lane	1,000m ²	500m ²	500m ²
	NT7	Tottenham Hotspur Stadium	36,600m ²	36,600m ²	
	TH2	Station Interchange	2,400m ²	2,400m ²	
	TH3	Tottenham Hale Retail Park	13,900m ²		13,900m ²
	TH4	Station Square West	5,200m ²	5,200m ²	
TH8	Hale Village	6,100m ²	6,100m ²		
TOTAL			85,570m²	62,560m²	23,010m²

AREA SPECIFIC POLICIES

Tottenham High Road (general policies):

Enhance overall character and setting
Active frontages in and between designated centres
Car free developments
New space for enterprise and commercial uses to the rear of properties fronting the High Road
Improve views (long & short) & relationships between adjacent parts of the High Rd, to help to help achieve consistent and/or interesting variances of urban form.

Seven Sisters & West Green Road District Town Centre:

Landmark buildings around the station/gateway	Prevent amalgamation of individual shop units (historic features and encourage independent
Vibrant district centre- West Green Road retail offer	Retain and enhance Seven Sisters market
Transport hub and interchange- Junction improvements at Seven Sisters/Broad	Active town centre uses on all ground floor street frontages
Public realm improvements around the station and along West Green Road and Seven Sisters	Retention and repair of historic shopfronts and facades
Way finding, improve connections to Tottenham Hale	Estate renewal- Turner Avenue and Brunel Walk
Mixed use redevelopment sites (housing and workspace)- Lawrence Road and Gourley Place	

Tottenham Green:

Cultural and community offer and civic heart	Redevelopment of underused sites
Better usage of Tottenham Green	Workspace promotion
New cafes and restaurants	Historic building enhancement

Bruce Grove District Town Centre:

Revitalise the town centre and consolidate its role as the retail heart of the High Road	Improve poor quality sites around the station (Bruce Grove station forecourt, sorting office, snooker hall)
Consolidate retail along the High Road	Enhance distinctive heritage character and public realm
North Bruce Grove frontage- cafes and restaurants	Provide a better link to Bruce Castle Museum and Park

North Tottenham Local Centre:

A substantially improved local centre with a balanced mix of high quality homes, jobs, community and leisure facilities.

Modifications to the Tottenham Area Action Plan: North Tottenham Local Centre designation arising from the Examination in Public are as follows:

The THFC stadium development and the redevelopment of High Road West (including the relocation of the station entrance for White Hart Lane station and the creation of a new public square) offers the opportunity to create a new local centre or to redraw the boundary of the existing North Tottenham High Road Local Centre to form a more coherent centre. The THFC stadium scheme has been consented and the second phase (which includes the new stadium is under construction). The completed first phase already includes main town centre uses such as a large format food store and headquarter office accommodation. In addition to the stadium, the remainder of the scheme includes health; leisure; hotel; and residential uses as well as a large area of public realm that will help link the High Road West and Northumberland Park schemes. This provides a clear basis for the inclusion of the THFC stadium scheme within the North Tottenham High Road Local Centre and the redrawing of the boundary accordingly. To the west of the High Road, the precise boundary of the North Tottenham High Road Local Centre will need to be defined as town centre uses are consented and delivered, formal reviews of the local centre boundary will be undertaken and revised boundaries will be drawn.

The site allocations NT3, NT5 and NT7 all have frontages on to the High Road and are to form part of the expanded or new town centre delivering a combined total of 50,000m² of town centre uses. The precise boundary of the Centre is still to be defined, and, therefore, how this quantum of new town centre floorspace is delivered between the sites may vary from that indicated in Table 5 above, especially if this results in a better and more functional townscape layout. Any retail schemes coming forward as a significant component of the town centre use will need to be tested as part of any planning application(s) to demonstrate compliance with national retail planning tests, namely sequential and impact tests.

Site Allocation NT5: Site requirements: New retail provision to enlarge the existing local centre, or create a new local centre, opposite to and incorporating appropriate town centre uses within the new stadium, including the new Moselle public square. This should complement not compete with Bruce Grove District Centre.

Historic building enhancement

Other areas to be considered by the strategy (not defined as specific areas of focus in the Tottenham AAP)

- The High Road between Bruce Grove and Lordship Lane which includes Morrisons Yard, Quaker Hall, Millicent Fawcett Court, Whitbread Brewery, and Scotland Green
- The High Road between Tottenham Green and Bruce Grove town centre which includes Palace Cathedral, Tottenham Chances, Tottenham Workshops, Tottenham Police Station, and Reynardson Court.
- The High Road between 639 Enterprise Centre and North Tottenham Local Centre
- Broad Lane Local Centre

APPENDIX 2- BACKGROUND DOCUMENTS AND EVIDENCE BASE

(THE FOLLOWING LIST IS NOT EXHAUSTIVE)

The majority of the below documents can be located on the following websites/pages:

<http://www.haringey.gov.uk/planning-and-building-control/planning/planning-policy/local-plan/local-plan-evidence-base>

<https://tottenham.london/about>

Tottenham documents

- Tottenham Physical Development Framework, ARUP, 2014
- High Road West Masterplan- 2014
- Tottenham Hale District Centre Framework – 2015
- Tottenham Strategic Regeneration Framework and Delivery Plan- 2014 (Delivery Plan update - 2016)
- Draft Tottenham Area Action Plan (and EiP modifications)- 2016

Design and Conservation

Haringey Urban Character Study, 2015

- Tottenham Conservation Area Appraisals and Management Plans (draft)- 2016

Retail

- Haringey Retail Study, NLP, 2008
- Haringey Retail and Town Centres Study, NLP, 2013
- GLA Town Centre Healthchecks, 2016
- Tottenham Retail Impact Assessment, GVA, February 2016