

6 WORK PLAN

6.1 Introduction

Haringey Council recognises the Tottenham High Road conservation areas as being of significant historic and architectural interest, but where the decline in uses has created opportunities for substantial change. The objectives identified in order to secure the environmental and economic regeneration of the High Road are; marketing and promoting the area, re-use of buildings, integration of economic development and environmental conservation initiatives, and the assembly of public and private sector partnership funding packages.

The priorities will be achieved by:-

- targeting resources to those parts of the area where the greatest environmental and economic impacts can be realised;
- bringing derelict or under used buildings into beneficial use, securing maximum community benefit contributing to the area's economic development;
- creating an environment that is safe, attractive, welcoming and well designed;
- securing new uses to assist in the economic regeneration of the area.

In relation to the CAPS, this will be achieved by:-

- targeting resources to prominent buildings at risk where the structure is most threatened, or to buildings where an input of resources will have significant public impact, contributing directly to the economic and social regeneration of the area;
- improvements to the streetscene, enhancement of the environment and open spaces which would complement the above point;
- promoting greater security and accessibility.

The Council intends to create synergy on the High Road between the CAPS and other projects contained within the outline regeneration programme for Tottenham - *Tottenham First : An Action Strategy*. Projects in or on the High Road include; Seven Sisters Transport Interchange to carry out environmental improvements and upgrade the interchange facilities for bus, tube and rail passengers, Holy Trinity Old School restoration and Bruce Grove station restoration.

6.2 Programme and Resources

Given the fact that part of the area has benefited from the provision of a CAP scheme over the past three years (North Tottenham 1995/6 - 1997/8) a number of grant applications on key historic buildings have already been received and are well developed. It has been decided to include these key schemes in the Year 1 workplan as they are ready for early implementation and will deliver key outputs comparatively early in the life of the project.

It is intended, subject to annual review, that the English Heritage / Heritage Lottery Fund allocation for the Tottenham High Road Historic Corridor CAP scheme of £1,392,000 over the three year programme, will be match funded from the Upper Lee Valley Partnership (ULVP) Single Regeneration Budget (SRB), Haringey Council, Housing

Corporation / Housing Associations and the private sector, resulting in a total profiled commitment of £3,817,000.

Haringey Council will contribute towards the cost of projects in the public realm, and where work is proposed to buildings in its ownership. Private sector property owners will always be expected to contribute towards the cost of repairs and reinstatement works to their own buildings or land.

TABLE 1 - Summary of Costs for Tottenham High Road CAPS

FUNDING DETAILS	1998/9 £	1999/0 £	2000/1 £	TOTAL £
SRB North Tottenham CAPS	50,000	-	-	50,000
SRB capital	245,000	392,500	240,000	877,500
SRB revenue	30,000	32,500	35,000	97,500
Sub Total	325,000	425,000	275,000	975,000
EH/Heritage capital	434,000	431,500	429,000	1,294,500
Lottery Fund revenue	30,000	32,500	35,000	97,500
Sub Total	464,000	464,000	464,000	1,392,000
Housing Corp / Housing Ass'ns	150,000	400,000	150,000	700,000
L.B.Haringey	66,670	66,660	66,670	200,000
PRIVATE				
Owners payments towards grant	166,660	83,340	250,000	500,000
TOTAL	1,172,330	1,439,000	1,205,670	3,817,000

SRB resources of £975,000 have been allocated subject to annual review by ULVP and GoL for the exclusive use of CAPS. In addition to this SRB resources of two separate but related projects will also be available for spend on key buildings on the High Road:-

- High Road Commercial Project - £60,000 is available in 1998/9 for shopfront improvement work. Over the past two years, resources from this project have been used to fund new shopfronts and restoration of three locally listed properties, to create refurbished retail accommodation, restored shop surrounds, new entrances created to the upper floors, and new residential accommodation on the upper floors.
- Bruce Grove Station - £150,000 is available in 1998/9 for continuing the restoration and upgrade of the station fabric and facilities.

Given the particular problems of homelessness and the lack of provision of affordable housing in the area, the Council's Technical and Environmental Services Department has entered into a partnership with the Housing and Social Services Department to address this problem. The Housing Department have been invited to take part in the CAPS project with the aim of leveraging in additional matched funding from the Housing Corporation, but at no cost to EH / HLF. This will result in the restoration of additional listed and locally listed buildings on the High Road to provide refurbished residential accommodation, often in the form of flats over shops. The existence of this additional funding will result in further enhancements to the character and appearance of the conservation areas by carrying out limited new build on vacant derelict sites to provide new commercial and residential accommodation, but at no cost to EH / HLF.

6.3 Management and Implementation

Given the scale of funding available, and the large size of the area to be managed and volume of work involved, the Council estimates that two full time staff (one existing conservation officer + one additional officer) will be required to develop and implement the projects within the CAPS including the following tasks:-

- designating two new conservation areas, and the numerous changes which are required to the existing conservation area boundaries, will necessitate urgent consultation and preparatory work to be carried out very early in the new CAPS;
- carrying out publicity for the scheme, meeting with property owners to discuss their proposals, assisting in the completion of grant application forms;
- advising on the appointment of specialists such as structural engineers and architects;
- meeting with owners and architects to discuss the details of schemes;
- overseeing site works;
- preparing grant offer letters and contracts;
- overseeing the appointment of designers to undertake key works such as landscape schemes, including the preparation of design briefs and contracts;
- monitoring works on site and on file;
- ensuring outputs, milestones and spend, including all matched funding, is achieved
- ensuring individual projects and the whole scheme is delivered on time and to budget;
- reporting progress to committee, local forums, etc.

It is considered that the skills required to do this effectively are those of a conservation officer and a project manager.

The existing Conservation Officer within the Urban Regeneration Division is funded 50% from English Heritage and 50% from SRB to implement the North Tottenham CAPS. It is proposed that this arrangement is continued for the new CAPS, and the same funding method also used for the Project Manager post.

The various surveys of the High Road's conservation areas which have been undertaken as a requirement of the Action Plan, indicate the main tasks to be prioritised for the three year programme in general, and for its first year in particular. In addition to potential new projects, a number of continuing commitments have been identified from the North Tottenham CAPS, which have also been included in the Year 1 Work Plan.

In addition to these continuing commitments, a number of new priorities have been identified as in need of urgent attention. For the environmental enhancement works, it is imperative that design work for key improvements are completed as soon as possible in order that the projects can be completed within the three year life of the CAPS. In particular, the design work should commence immediately on Tottenham Green restoration and enhancement in order to complement the other proposals for historic buildings in the conservation area. The design work on Tottenham Green should at the same time consider improvement work to the setting of the Old Pump Well.

The key landmark in need of enhancement is the High Cross Monument. The long term plans for improvement here are dependent upon changes to the one way system, and the

appointment of consultants by the Borough Engineer to look into the practicalities of turning the one way gyratory into a two way system. It is anticipated that the consultants will publish their report during 1998/9, but costs involved in carrying out proposed alterations may involve substantial delays.

It is, therefore, proposed to carry out short term improvements to the setting of the Monument in Year 2 of the CAPS, including the demolition of the raised traffic islands and rationalising traffic signage where possible. This will complement the work currently under way to repair the Monument floodlighting which has not worked for some time.

The Work Plan for Year 1 has been summarised with outline costs indicated below.

TABLE 2 - 1998/9 Work Plan - CAPS Year 1

PROJECT DETAILS	EH/HLF	SRB	LBH	PRIVATE	TOTAL
designation of two new conservation areas at Page Green / Seven Sisters and South Tottenham and public consultation on new character appraisals	0	0	0	0	0
design and consultation work on Tottenham Green enhancement	5,000	5,000	0	0	10,000
design and consultation work on North Tottenham gateway enhancement and landscaping	3,000	3,000	0	0	6,000
implementation of enhancement plan for North Tottenham gateway	20,000	10,000	8,000	2,000	40,000
Coombes Croft Library forecourt / sub-station enhancement	30,000	0	10,000	25,000	65,000
St Mary's Church, Lansdowne Rd - forecourt restoration	10,000	5,000	0	5,000	20,000
structural survey and design work on Bruce Grove public conveniences	3,500	2,000	1,500	0	7,000
794 High Road - structural repairs to allow residential use (continuing work)	70,000	35,000	0	50,000	155,000
6A White Hart Lane & Chapel Place - restoration of building for 1 dwelling, restoration of industrial unit, courtyard enhancement (continuing work)	60,000	30,000	0	30,000	120,000
52 White Hart Lane - restoration of building, to facilitate new residential use	80,000	40,000	0	40,000	160,000
847 - 851 High Road - structural repairs, residential accommodation & reinstatement of shopfronts	24,000	12,000	0	12,000	48,000
Tottenham Palace Theatre - front elevation architectural reinstatement work	30,000	15,000	0	15,000	60,000
820 High Road - structural repairs for residential use	40,000	20,000	0	20,000	80,000
585 High Road - structural repairs for health use	40,000	20,000	0	20,000	80,000
estimated 3 key properties to benefit from structural repairs and brought back into use - average costs £100,000 per property (flats above shops)	0	125,000	0	150,000	275,000
estimated 4 key properties to benefit from reinstatement / restoration - average costs £15,000 per scheme (reserves)	30,000	15,000	0	15,000	60,000
TOTALS	445,500	337,000	19,500	384,000	1,186,000

It should be pointed out that the programme is a flexible one, and if any of the projects above do not proceed, it is anticipated that reserve schemes will be brought forward for implementation. In order to facilitate this a degree of over programming has been built into the capital element of the project.

As can be seen from the Table 2, it is proposed that EH / HLF will be match funded 50:50 on the majority of schemes. However, additional related elements of the SRB funding programme will be spent on key listed and locally buildings on the High Road, at no cost to EH / HLF.

TABLE 3 - 1999/2000 Work Plan - CAPS Year 2

PROJECT DETAILS	EH/HLF	SRB	LBH	PRIVATE / OTHER	TOTAL
implementation of enhancement plan at Tottenham Green	50,000	25,000	25,000	0	100,000
design and consultation work on Tottenham historic core zone marker points	5,000	5,000	5,000	0	15,000
design and enhancement work at High Cross Monument	45,000	35,000	5,000	5,000	90,000
street furniture and signage improvements at Bruce Grove	35,000	30,000	10,000	10,000	85,000
estimated 5 properties to benefit from major structural repairs (average £100,000 per property)	250,000	125,000	0	125,000	500,000
estimated 3 - 10 properties to benefit from reinstatement works (£15,000 to £50,000 per property)	75,000	37,500	0	37,500	150,000
structural repairs and reinstatement work to Old Blue School	75,000	25,000	0	50,000	150,000
structural repairs and reinstatement work to Bruce Grove public conveniences	40,000	30,000	15,000	0	85,000
estimated 6 additional key buildings to benefit from repairs	0	200,000	0	400,000	600,000
TOTALS	575,000	512,500	60,000	627,500	1,775,000

TABLE 4 - 2000 / 2001 Work Plan - CAPS Year 3

PROJECT DETAILS	EH/HLF	SRB	LBH	PRIVATE / OTHER	TOTAL
implementation of historic core zone marker points	62,500	52,500	5,000	5,000	125,000
street furniture and signage improvements at Seven Sisters	50,000	30,000	10,000	10,000	100,000
estimated 6 properties to benefit from major structural repairs (average £100,000 per property)	300,000	150,000	0	150,000	600,000
estimated 3 - 10 properties to benefit from reinstatement works (£15,000 to £50,000 per property)	75,000	37,500	0	37,500	150,000
estimated 3 additional key buildings to benefit from repairs	0	100,000	0	150,000	250,000
TOTALS	487,500	370,000	15,000	352,500	1,225,000

6.4 Deliverability

The Council is aware and appreciative of the fact that it has been awarded the largest CAPS allocation in the country ever. However, given the nature and scale of problems in Tottenham, and the poor condition of so many buildings of historic or architectural importance, it is anticipated that there will be no difficulty in fully allocating and using the programmed resources. The full spend on the existing North Tottenham CAPS is put forward as evidence to support this. The fact that many property owners and businesses are already aware of the existence of grant aid to restore their properties is a further advantage in ensuring that the funding is fully spent.

Furthermore, because the Conservation Officer and Project Officer are already in post to manage and oversee the CAPS project, delays in its implementation will be avoided. The CAPS Action Plan will form an integral part of the ULVP SRB Delivery Plan and act as an umbrella scheme for regeneration in Tottenham. The Delivery Plan identifies the outputs and spend for each project on a yearly basis, and must be approved by the Government Office for London each year. The outputs and performance indicators for both the Action Plan and the Delivery Plan for this project are the same, and have been provided below:-

TABLE 5 - Summary of Outputs for High Road CAPS

Code	Output Title	1998/9	1999/0	2000/1	TOTAL
1A(i)	FTE jobs created	13	23	14	50
1A(ii)	FTE jobs safeguarded	16	16	16	48
1A(iii) (person weeks)	FTE construction jobs	1,000	1,100	1,100	3,200
1D	Residents accessing employment through training	10	10	10	30
1E	Training Weeks	104	104	104	312
2A	New business start ups	4	6	5	15
2B(ii) (m sq)	Area of business/commercial floorspace improved	350	450	400	1,200
3A(i)	Private dwellings completed	-	2	2	4
3A(ii)	Private dwellings improved	3	3	3	9
3A(v)	Housing Association dwellings completed	3	3	3	9
3A(vi)	Housing Association dwellings improved	-	2	3	5
5B(i)	Dwellings where security is upgraded	8	10	9	27
5B(ii)	Commercial Buildings where security is upgraded	5	6	6	17
6A (Ha)	Land improved / reclaimed for open space	0.4	0.4	0.4	1.2
6C	Buildings improved & brought back into use (commercial / domestic)	15	15	15	45
6D(ii) (Km)	Roads improved	1.2	1.2	1.2	3.6
7A(vi)	New Cultural Facilities	1	-	-	1

6.5 Proposed Grant Percentage Requirement

The four main areas which would attract funding from EH / HLF are addressed below in relation to the percentage grant requirement sought.

Structural Works:

Given the poor level of economic activity in the area in general, and the depressed state of the property market in particular, the percentage level of grant sought is up to 75%. The condition stock of buildings carried out as part of the audit indicates the inferior condition of buildings in the area. This can be attributed to two main factors; the insufficient means of property owners to carry out repairs on their own undertaking; and the lack of inward investment, resulting in a general absence of repairs being undertaken (typically repairs are only undertaken when a new owner takes over a property).

Good links established between officers of the Council, local traders and owners suggest that the profitability of local businesses is marginal. Evidence for this is the small number of chain stores and multiples trading on the High Road, the large number of discount 'pound shops', and the large number of vacant properties, some of which have been long term.

Arguments supporting the required high percentage grant rate are shown below:-

CASE STUDY 794 High Road

purchase price	131,529
fees: bank, legal, stamp duty, architects	12,403
total refurbishment cost	300,000
CAPS grant aid	150,000
owner's contribution	150,000
total cost to owner	293,932
17.5% rate of return on owner's investment	51,438
supposed total return on owner's investment	345,370
estimated valuation after restoration	300,000

From the above it would appear that the developer's profits were £6,068.

However, it is fair to assume that the private sector should make a reasonable rate of return on their investments - analysis reveals that a rate of return of 15 - 20% would be reasonable. A return of 17.5% on the investment of £293,932 yields £51,438.

If the owner were to break even he would, therefore, have to achieve a sale price of £345,370.

In this case the owner has not secured an adequate rate of return on the investment - even with the receipt of a 50% per cent grant towards the cost of the works.

CASE STUDY 484-486 High Road

purchase price	125,000
fees: bank, legal, stamp duty, architects,	5,000
total refurbishment cost	149,079
SRB grant aid	51,352
housing association	26,942
owner's contribution	70,785
total cost to owner	200,785
17.5% rate of return on owner's investment	35,137
supposed return on owner's investment	235,922
estimated value after restoration	280,000

In this case, the owners have achieved an adequate rate of return on their properties.

However, the crude calculation above does not consider property price inflation which must be taken into account for the three years since the property was purchased. Given that the properties are a mixture of residential and commercial, an average inflation increase of 7% per year over 3 years has been assumed, increasing the original purchase price to £153,129 at today's prices, which would substantially reduce the owners' return on their investment. The freehold price of the property has also probably been boosted by the housing association having leased the refurbished flats for a 10 year period, giving the owner a guaranteed rental income for this long time period.

Internal Works:

These will be eligible up to 75% for grant aided works in some circumstances - such as for dry rot treatment and major structural repairs, and occasionally internal reinstatement works may also be eligible for grant aid. However, new works resulting from alterations to convert properties will not be eligible for grant.

Reinstatement Works:

These are seen by many property owners as a luxury, which they would sooner not undertake. At second best, property owners undertake reinstatement works 'on the cheap' - ie installation of aluminium windows or shopfronts instead of more sympathetic timber designs. It is felt, therefore, that in order for grants for reinstatement work to be taken up, they will have to be at the same high rates of up to 75%. This will enable owners to replace items in keeping with the original designs.

Environmental / Townscape Works:

Key areas for environmental works have been identified in the Work Plan as Tottenham Green, High Cross Monument, Old Pump Well, and the gateway into the area at north Tottenham. In addition, the upgrading and rationalisation of signage and street furniture has been targeted. The open spaces have all been selected because of their strategic significance to the character and appearance of the area.

In Year 1 of the CAPS an estimated total of just over £140,000 is proposed to be spent on environmental works, which represents almost 10% of the cost of the overall scheme in the first year.

In Year 2 this is likely to increase to an estimated £290,000 when it is proposed that restoration work at Tottenham Green and High Cross Monument would take place, in addition to street scene improvements at Bruce Grove, which represents over 16% of the overall budget for that year.

In Year 3 street scene improvements are proposed at Seven Sisters, together with the implementation of the proposed historic core zone marker points at strategic entrances into the area. These schemes represent 20% of the budget for that year.

Unfortunately, Haringey Council's budget resources are barely sufficient to carry out the most basic maintenance works, so the existence of EH / HLF financial assistance is essential if any of the proposed enhancement work is to be carried out. Given the scale of the works required, and their high cost, a grant contribution from EH / HLF of up to 50% is sought towards the cost of these schemes.

Improvements to the area's streetscape, to the setting of key monuments, and the historic green of Tottenham is a vital element of the CAPS programme and will have the following benefits:-

- improvements to the quality of the streetscape, with appropriately designed and sited street furniture;
- improvements for pedestrians and people with disabilities - with paving designs being improved and simplified, dropped kerbs being installed where possible, and appropriate materials being used;
- the proposed environmental / townscape works should lead to a reduction in the traffic volumes using the High Road, as for example the enhancement works to the setting of High Cross Monument;
- a more attractive welcoming atmosphere will be created;
- improved public open space;
- improved lighting to lessen the opportunities for crime and reduce fear of crime.

6.6 Review

The Work Plan above is flexible so that projects can be deferred, or brought forward. It will be reviewed quarterly, in accordance with the SRB monitoring requirements. The review will address issues of spend / underspend, will consider whether key outputs / milestones / performance indicators are being met, and will discuss whether the original priorities of the project are being met, or whether new priorities need to be considered.

6.7 Haringey Council Conservation Policies

The Council has devoted an entire Chapter of its emerging Unitary Development Plan to Design and Conservation. The UDP is expected to be formally adopted early in 1998. Much of the Chapter has been devoted to the issue of conservation areas and listed buildings. The policy framework is therefore in place. However, given the depressed

state of the local economy, the number of market driven redevelopment proposals for derelict or eyesore sites, or for restoration and reuse proposals is at a minimum.

The opportunities for enhancing the High Road conservation areas without the existence of grant aid or regeneration funding from the public sector is limited, despite the existence of an adequate policy framework.

A number of contraventions are being rectified as part of the Tottenham High Road Commercial project which the Council is managing, through grants given for new shopfronts and one or two larger restoration schemes. However, many of the problems on the High Road are due to lack of investment rather than poor planning controls. The planning problems are often contraventions such as unauthorised advert hoardings, unauthorised shop advertisements or unauthorised solid roller shutters which together have a major detrimental effect upon the character and appearance of the conservation areas. However, the planning enforcement system in Haringey is currently inadequate to deal with the scale of this problem without greater targeting of resources.

The Council is, never the less, dedicated to restoring the High Road with the aim of securing its economic development. This is evidenced by the dedication of a Conservation Officer, a High Road Manager and a Project Officer to the High Road. The Council has also dedicated its own financial resources into the High Road in the support of projects such as the CAPS, High Road Commercial, Seven Sisters Transport Interchange, CCTV, and is actively marketing vacant commercial and community space, and seeking improvements / reuse for its own buildings.

The Council has appointed consultants to produce draft conservation area appraisals, which will lead to the production, after consultation and Member approval, of adopted conservation area appraisals which will assist in the determination of planning and listed building consent applications.

In addition other consultants have been asked to produce a scoping study into the possibility of returning the one way gyratory to a two way system, restricting access into Town Hall Approach Road, and enhancing the setting of High Cross Monument.

The Council will carefully consider in the early stages of the CAPS the use of Article 4 Directions, and the adoption of the local policy statements for each conservation area which form part of this Action Plan as supplementary planning guidance.

6.8 Implementation

Haringey Council will be the lead authority implementing the proposed CAPS. The project will be managed by the High Road Conservation Officer, assisted by a Project Officer, both based in the Urban Regeneration Division of the Planning and Policy Service of the Technical and Environmental Services Department. Useful links have been established with housing associations working in the area, which are an invaluable source of funding towards projects. The Work Plan has been devised to be implemented by two full time posts being dedicated to it, in addition to delivering the outputs detailed in Table 5.

The relevant Council committees servicing implementation of the CAPS are already in place (Technical and Environmental Services Committee, Regeneration Sub Committee, Planning and Licensing Sub Committee, and Tottenham Strategy Group), and both the existing and proposed new CAPS have the full backing of key Members.

The ULVP has now agreed its SRB funding allocation for projects for the new financial year, and has agreed a total SRB budget of £975,000 towards the new CAPS - (£275,000 + £50,000 N.Tottenham CAPS) giving a total of £325,000 in the first year. It is expected that the Council will contribute a total of £200,000 from its own resources towards the CAPS. The processes for setting up the relevant budgets, accounting, monitoring, making grant payments and claiming the grant are all in place.

Conclusion

The Council is keen to seek the regeneration of the High Road, and to work with key partners who can assist in this task. At the end of the three years of the CAPS programme, the Council believes that it will have made a substantial impact upon achieving this task, and looks forward to working with English Heritage, the Heritage Lottery Fund, the Upper Lee Valley Partnership and others in order to revitalise, regenerate and restore the fortunes of the area.