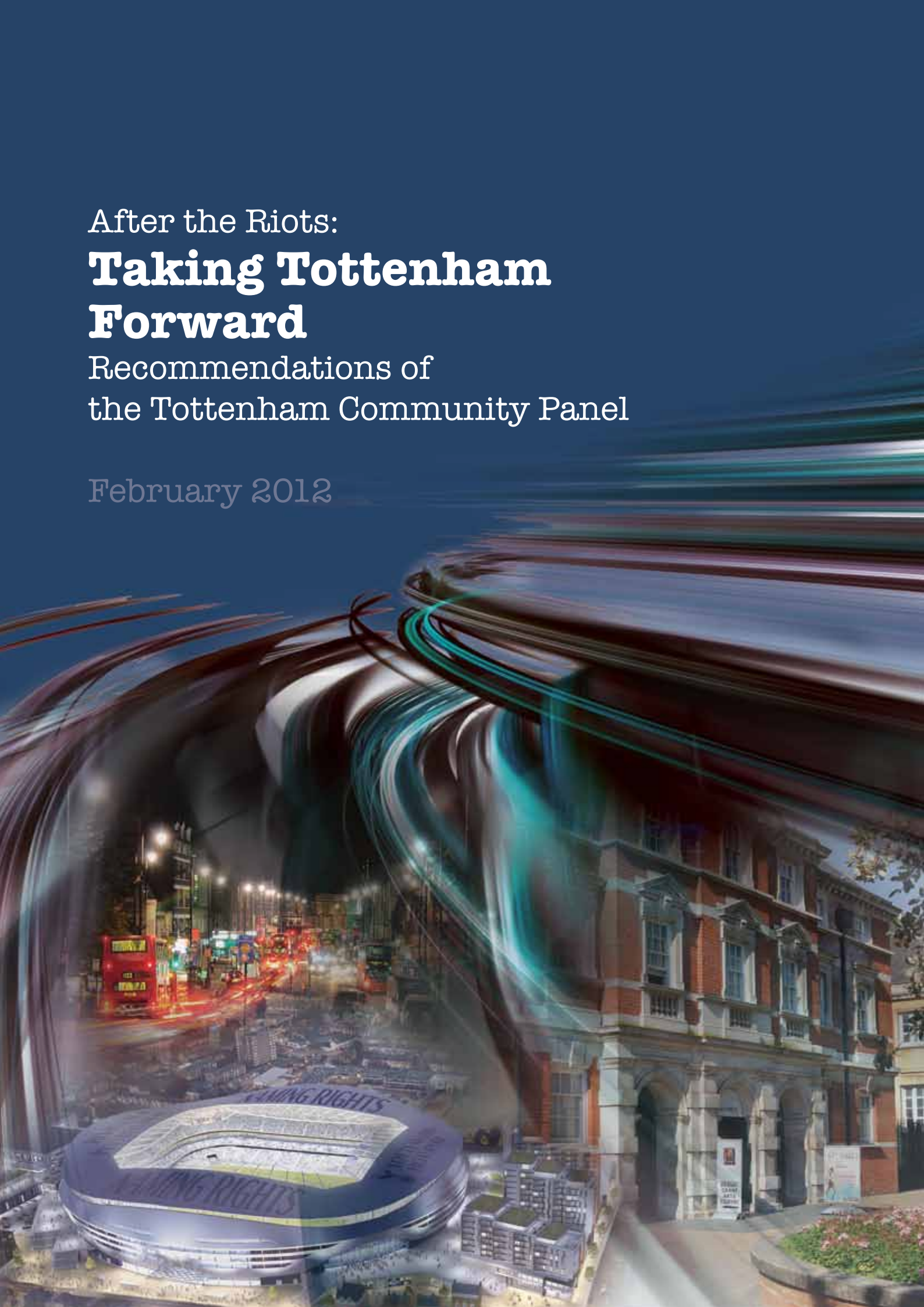


After the Riots:

# **Taking Tottenham Forward**

Recommendations of  
the Tottenham Community Panel

February 2012



# Foreword

**The riots of August 2011 had a very serious impact on the people, infrastructure, economy and welfare of Haringey and of Tottenham in particular.**

It is vital that the people and organisations of the borough work together to understand and address this, not only countering the direct impacts of the disturbances, but also making sure that we improve on what we had before.

The Tottenham Community Panel – a group of local community leaders – was convened to develop recommendations about the next steps for Tottenham. The Panel has engaged with the local community and other stakeholders in a broad-based conversation about the effect of the riots, and about how we should move forward.

Following a period of gathering and carefully considering a range of evidence, the Tottenham Community Panel are now pleased to be publishing our final report which sets out how we think Tottenham can build on its strengths and overcome its challenges to become a vibrant, prosperous and exciting place where people choose to live, work and enjoy life.

Councillor Claire Kober  
Chair of the Tottenham Community Panel

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# The Tottenham Community Panel Members



**Claire Kober (Chair)**  
Claire is the Leader of the Council and ward councillor for Seven Sisters. She has also worked in a number of policy roles for national charities.



**Symeon Brown**  
Symeon has a background in community organising and is a co-founder of the youth-led organisation Haringey Young People Empowered (HYPE).



**Alan Strickland (Deputy Chair)**  
Alan is a councillor for Noel Park and the Cabinet member responsible for regeneration. He works part time for a national charity.



**Sheila Peacock**  
Sheila has been a councillor for Northumberland Park ward for 18 years. She was also the Headteacher at Earlsmead Primary School in Tottenham for 11 years.



**Sharon Grant**  
Sharon is Chair of Haringey Citizens Advice Bureau, and a trustee of the Bernie Grant Arts Centre and other charities. In the past she was a university lecturer and ran the office of the late Bernie Grant MP.



**Father Simon Morris**  
Fr Morris is the Vicar of St. Mary's, Lansdowne Road and the Good Shepherd, Mitchley Road. He is also Chair of Governors at Coleraine Park Primary School.



**Michael Polledri**  
Michael is Chairman and founder of Lee Valley Estates, an umbrella organisation with substantial commercial property interests in and around London's Lee Valley.



**Jo Olsson**  
Jo is a Tottenham resident. She is also Director of Children, Education and Families Services at Thurrock Council.



**Tony Hartney**  
Tony is headteacher of Gladesmore Community School in Tottenham. The school has been judged to be outstanding by Ofsted and has won awards for excellent work with the community.



**Sister Eugenia Geraghty**  
Sister Eugenia belongs to the Congregation of the Servants of Mary and is a parishioner of St. Ignatius Church, Stamford Hill. She has spent most of her working life as a teacher in Haringey Schools.



**Georgina Walters**  
Georgina is a resident member of the Homes for Haringey Board. She has lived in north Tottenham for over 30 years and is an active member of her local community.

## About the Tottenham Community Panel

The Tottenham Community Panel is an independent group of local community leaders which formed to look at how to rebuild and improve Tottenham following the riots in August 2011. The formation of the group, chaired by council leader Claire Kober, marked a determination to draw on local ideas and experience to identify actions that would improve and build confidence in the area.

The Panel's recommendations have implications for all the individuals and organisations that play an active role in Tottenham life. These include local businesses, community members, service providers and other bodies from across public, private, voluntary and community sectors.

### The Panel's approach

The Panel established that a number of studies were already setting out to explore the root causes of the riots. As a result, panel members decided they would add most value by focusing on Tottenham's future following the disturbances.

To inform its conclusions the Panel engaged with local residents, businesses and organisations. The feedback received provided evidence about the impact of the riots and a breadth of knowledge about ways that Tottenham could be improved for people who live in, work and visit the area.

### How the Panel reached its recommendations

The Panel gathered feedback and input in three ways to hear a wide range of views:

- The Young Foundation was commissioned to run a series of structured deliberative workshops with a range of local people and stakeholder groups. These included students, residents, the public sector, local

traders, and the voluntary and community sector.

- The Panel gathered together community feedback provided at other meetings and forums organised by the community and voluntary sector and by local public sector organisations like the Council, Homes for Haringey and the Community and Police Consultative Group.
- A call for evidence was issued to individuals and organisations in the borough, inviting people to submit their views.

Appendix A at the back of this document summarises the results of this work.

On the basis of this information and their own knowledge, panel members were able to identify key areas they wished to address through their recommendations. The Panel built on this by inviting a series of professionals from across the public, private and third sector to share their expertise and knowledge about what works in these areas and to help shape recommendations.

The recommendations set out here are aimed at a range of local community, public and private sector agencies and organisations that have a stake in the future of Tottenham. The final section sets out how the Panel will be working with these stakeholders to ensure that they deliver on these recommendations and create a better future for Tottenham.

## Executive Summary

**The Tottenham Community Panel is an independent group of local community leaders which formed to look at how to rebuild and improve Tottenham after the riots in August.** Following a period of engagement, evidence gathering and deliberation the Panel has developed a series of recommendations with implications for all of the individuals and organisations that play an active role in Tottenham life.

The Panel's recommendations fall within five themes. These are the headlines:

### **Theme 1: Attracting inward investment to create opportunities for the employment of local people**

- 1.1 Improve the look and feel of Tottenham to attract shoppers and investors, involving local people, businesses, and services.
- 1.2 Publish a plan to revitalise the High Road.
- 1.3 Bring more creative jobs to the area by encouraging the growth of a cluster of cultural industries.
- 1.4 Make the most of public sector spending in Tottenham.
- 1.5 Ensure local investment and enterprise creates jobs for local people.
- 1.6 Upskill people so they are able to access the employment opportunities becoming available locally and in surrounding areas.
- 1.7 Ensure that any plans for regeneration improve the availability of a mixture of types of housing, to encourage people to continue to live in Tottenham through different stages of their lives.

### **Theme 2: Improving the image of the area**

- 2.1 Publish a timeline setting out key milestones so that people can see what is being delivered to improve the area.

- 2.2 Celebrate all the positive aspects of life in Tottenham.
- 2.3 Further develop and refine the 'I Love Tottenham' campaign, and base its next steps on promoting the positive experiences of local people.
- 2.4 Work with the local cultural sector to develop an authentic brand identity for Tottenham.
- 2.5 Explore ways to create a public space that is community-led for communication between local people to share positive ideas and experiences about Tottenham.
- 2.6 Tackle the perception that some employers discriminate against potential employees from Tottenham.
- 2.7 Improve the visual appearance of 'gateways' to Tottenham, especially at transport links.

### **Theme 3: Opportunities and activities for young people, particularly vulnerable young people**

- 3.1 Haringey is classed as an 'Outer London' borough. The Panel feels that the challenges the borough faces are as significant as those of inner London boroughs and should be resourced as such by central government.
- 3.2 Make the most of the range of local positive activities provided across sectors for young people, with a focus on what works in improving their prospects.
- 3.3 Secure and target resources to support vulnerable young people so that no young person who is in need goes without support.
- 3.4 Young people in Tottenham often have limited personal space inside their homes. Young people should have access to a range of communal safe spaces that they enjoy and where they can engage with their peers and with services that support them.
- 3.5 Take positive steps to open up local employment opportunities for young people.

3.6 Businesses should play a key role in building a culture of aspiration, preparing young people for the workplace and creating employment opportunities.

#### **Theme 4: The relationship between the police and the community**

- 4.1 The structures used by the police to engage with the community should be reviewed to ensure that the local community is empowered, especially at times of crisis.
- 4.2 Frequent changes of personnel are damaging and hamper police efforts to build strong relationships in the local area. There should be continuity in management at the highest levels.
- 4.3 Address the culture and training of the local police force to tackle divisive perceptions of 'them and us' and to put the community at the heart of policing.
- 4.4 Being able to successfully engage with communities is an important skill for police officers that is undervalued. Recognition and reward for community engagement skills in the police career structure should be improved and officers who have developed these skills accorded higher status.
- 4.5 Address the low level of police presence in the community.

- 4.6 Significantly improve the practice and scrutiny of Stop and Search and Stop and Account.
- 4.7 Make local arrangements for dealing with complaints more widely known and understood in order to prevent escalation of issues.
- 4.8 Strengthen community involvement in delivering community safety objectives in neighbourhoods.

#### **Theme 5: Increasing community involvement and leadership**

- 5.1 Promote civic responsibility and community leadership.
- 5.2 Find better and new ways of promoting and supporting the voluntary and community sector.
- 5.3 Public sector organisations should be more effective in communicating opportunities for people to shape services and local plans.
- 5.4 Young people need to feel ownership of their local area, and to have the skills and civic awareness that equip them to be community leaders.
- 5.5 Recognise the vital role of families, parenting and role models in supporting people to become rounded citizens.



## **Theme 1: Attracting inward investment to create opportunities for the employment of local people**

The Panel's recommendations in this area aim to attract consumers and businesses through targeted investment and clear strategies, in order to grow the local economy and create jobs for local people.

### **Recommendations**

#### **1.1 Improve the look and feel of Tottenham to attract shoppers and investors, through involving local people, businesses, and services.**

- Ensure local people, businesses and services support a clean and managed look in Tottenham through positive behaviour, development control and a shared ownership of the area.
- Tackle derelict buildings – both the short term eyesore and the long term solution.
- Create smarter shop fronts to improve the quality of the High Road.
- Deliver high levels of enforcement action to enhance the quality of public space, for example tackling graffiti and inappropriate advertising on signs and lighting.
- Improve the quality of public space in Tottenham by reducing street clutter and ensuring street furniture makes a positive contribution to the High Road.

#### **1.2 Publish a plan to revitalise the High Road.**

- Develop a series of distinctive focal points for Tottenham at which to concentrate activity.
- Undertake a study into what would attract people to spend more money on the High Road in order to target provision to encourage residents and new groups, such as students at Tottenham Hale, to increase their spending in the area.
- Improve parking provision on the High Road.
- Support a stronger retail offer, with a balance between large national businesses

and smaller local traders to retain the diversity of the area.

- Create a better mixture of different types of shop and prevent the clustering of certain types, such as betting shops and fast food outlets.
- Develop more convenient transport and walking routes to link the different parts of the Tottenham area, including improving the link from Tottenham Hale to the High Road.

#### **1.3 Bring more creative jobs to the area by encouraging the growth of a cluster of cultural industries.**

- Promote the existing artistic and cultural products and talents of Tottenham.
- Recognising that this is a key sector for Tottenham, look at ways to expand the cultural industry by re-developing the existing cultural strategy.
- Exploit local activity and energy in sport to create employment opportunities for local people.

#### **1.4 Make the most of public sector spending in Tottenham.**

- Produce an analysis of all public sector spending in the area and work to ensure that resources are being coordinated to address shared priorities.
- Be proactive in exploiting opportunities to attract additional resources from public and private sector sources.
- Use public sector procurement of goods and services to create employment opportunities for local people.

#### **1.5 Ensure local investment and enterprise creates jobs for local people.**

- Improve the employability of local people by working with businesses to make sure they have relevant skills.
- When regeneration plans for Tottenham



are produced, they should include details of how regeneration projects will support local employment.

- Provide intermediaries to channel local people into jobs created through new investment.
- Ensure that more facilities are available for new enterprise, through effective use of existing buildings and by making sure the space is suited to the types of business that Tottenham needs.
- Support sustainable local enterprise by making connections between start-ups, charities, social enterprise and the business sector through the Haringey Business Board.

**1.6 Upskill people so they are able to access the employment opportunities becoming available locally and in surrounding areas, for example in Kings Cross and Stratford.**

**1.7 Ensure that any plans for regeneration improve the availability of a mixture of types of housing, to encourage people to continue to live in Tottenham through different stages of their lives.**

## **How the Panel arrived at these recommendations**

In the Panel's research people repeatedly said that it is a priority to deliver growth in Tottenham and create jobs. The Panel therefore looked at ways to attract inward investment by building on the strengths of the area and tackling barriers to growth. They also looked at ways to make sure this benefits local people.

Recommendations to improve the look of the area and energise the High Road aim to make Tottenham more attractive to prospective investors and consumers through positive behaviour, strong enforcement, control of development and longer-term investment. Participants in the Panel's work said that

wealth in Tottenham is not benefiting the local area because people spend their money in other places. To support the viability of local businesses it will be important to make sure that infrastructure like parking is in place, and that what is offered by local business is targeted to meet the needs of existing and new residents.

Residents were keen to be ambitious and bold in ensuring that incoming investment is both positive, for example desirable shops and restaurants, and long-term, for example partnerships with big companies who will "come into the area and develop it". At the same time, people felt it was important to balance this with supporting smaller-scale local traders to thrive through strong partnerships between the community, SMEs and large business. The Panel's recommendations aim to ensure that local people are supported to access jobs and opportunities emerging locally, and also have the skills they need to benefit from regeneration and development taking place in surrounding areas like Stratford and Kings Cross.

Feedback to the Panel suggested that the existing cultural capital and entrepreneurialism in Tottenham could be a base for further growth, and the Panel concluded that Tottenham should actively support, nurture and promote the development of a stronger cluster of cultural businesses. Through its conversations with local professionals the Panel also decided that it would be valuable to set out how all public sector resources are being spent in Tottenham. The Panel considers it likely that by looking across organisations and across national and local levels, better outcomes could be achieved through better coordination and targeting of resources.



## Theme 2: Improving the image of the area

The Panel is clear that the image of Tottenham will be changed by action and tangible improvements. The Panel recommend working to improve the image of Tottenham by building on its existing strengths and distinctive characteristics, and reinforcing these with the delivery of visible, positive change in the area.

### Recommendations

- 2.1 Publish a timeline setting out key regeneration milestones so that people can see what is being delivered to improve the area.**
- 2.2 Celebrate all the positive aspects of life in Tottenham including its talented and diverse population, the football club, its history and heritage, and natural assets such as the Lee Valley Park to make Tottenham a destination of choice.**
- 2.3 Businesses whose work shapes the external image of Tottenham, such as estate agents and venues, should commit to promoting the area in a fair and positive way.**
- 2.4 Further develop and refine the 'I Love Tottenham' campaign, and base its next steps on promoting the positive experiences of local people to draw on the strength of pride in the area.**
- 2.5 Work with the local cultural sector to develop an authentic brand identity for Tottenham, for example, inviting ideas through a competition.**
- 2.6 Explore ways to create a public space that is community-led for communication between local people to share positive ideas and experiences about Tottenham.**
  - Look to establish a range of interfaces suited to all demographics, for example face to face and notice boards.

- Look into opportunities to use social media to enable quick and responsive communication to grow organically among community members about local activity and news.

**2.7 Tackle the perception that some employers discriminate against potential employees from Tottenham by developing a London-wide approach to tackling 'postcode discrimination' incorporating sign-up from major employers.**

**2.8 Improve the visual appearance of the key 'gateways' to Tottenham, such as tube and train stations and surrounding areas.**

### How the Panel arrived at these recommendations

A continuous thread in the Panel's evidence base and discussions was the damaging impact of the negative image that people and the media can associate with Tottenham. This has been exacerbated by the riots and by media coverage of the riots. Negative perceptions of the area are considered to be stopping people from wanting to invest in, move to or visit the area. A group of young people from Tottenham, asked whether they liked living in Tottenham, responded 'yes'. Asked whether they would like to bring up their own children in Tottenham, they responded 'no'. This reflects a widespread view - that Tottenham is not a place people choose to settle in. Panel members felt that this poor reputation can have a negative impact on both the self-esteem and the prospects of people who live in the area.

Yet the Young Foundation's report and wider community discussions reflect the fact that there is a great deal of pride in Tottenham among its communities. There are many assets and positive activities in the area to challenge this negative image. These include the community itself, many heritage buildings, the Lee Valley Regional Park,



the football club, good access to surrounding areas, and the culture, history and diversity of the area. The Panel agreed that a platform to enable residents, community groups, businesses and visitors to share their positive experiences of Tottenham would begin to form the basis of a better image for the area.

In recommending investment in improving the image of the area, the Panel are clear that this should be authentic and driven by the real experiences of people from Tottenham as this way it will be robust and sustainable. The

potential to develop 'I Love Tottenham' into 'Why I Love Tottenham' will allow the campaign to harvest and gain from existing positive experiences.

From the Panel's evidence and Panel members' own experience, a view emerged that positive initiatives in Tottenham in the past have not always been sustained or joined-up enough to have a big impact. The Panel recommends that the improvement of Tottenham's image is based on the delivery of a publicised five year plan. In this way there will be momentum behind change the area, and people will feel more confident about 'buying into' the change.

One of Tottenham's key assets is its thriving cultural sector and the Panel saw opportunities to tap into this local talent to drive the development of a powerful new brand for the area.

## **Theme 3: Opportunities and activities for young people, particularly vulnerable young people**

The Panel has heard that there is a need to raise the aspirations of young people and improve their access to employment opportunities. These need to be delivered based on evidence of what works and in a context where young people have supportive relationships, are listened to, and can shape their futures. The Panel recognises that while there may be a resource shortfall, this is a priority for Tottenham. Steps must be taken nationally and locally to identify the resources required.

### **Recommendations**

**3.1 Haringey is classed as an ‘Outer London’ borough. The Panel feels that the challenges the borough faces are as significant as those of inner London boroughs and should be resourced as such by central government.**

**3.2 Make the most of the range of local positive activities provided across sectors for young people, with a focus on what works in improving their prospects.**

- Deliver a round table event bringing together people who provide youth programmes from all sectors. Through coordination maximise the reach of the provision, identify gaps, get the most out of the resources available and work together to attract more.
- Undertake an independent consultation and assessment of youth provision with Haringey youth practitioners, the local youth service and independent service providers operating in Tottenham - for those at street level working with young people to outline what resources they need to deliver effective youth provision.
- Engage all organisations working with young people locally in designing and commissioning services for the area.



- Create an accessible menu of local youth programmes and activities and make sure it is promoted to young people, parents, organisations in contact with young people and the wider community.
- 3.3 Secure and target resources to support vulnerable young people so that no young person who is in need goes without support.**
- Put in place a comprehensive approach so that all young people who are not in education, employment or training, and those exiting the justice system, are accessing support to help them plan a positive future.
  - Ensure that there is support in place targeted at young people who are vulnerable or at risk, and at key transition points.
- 3.4 Young people in Tottenham often have limited personal space inside their homes. Young people should have access to a range of communal safe spaces that they enjoy and where they can engage with their peers and with services that support them.**
- 3.5 Take positive steps to open up local employment opportunities for young people.**
- Draw on the entrepreneurial spirit of Tottenham’s young people by increasing the opportunities for enterprise to be used as an employment opportunity.

- Provide intermediaries to help young people access jobs and support business to source appropriate local employees.
- Organise high profile job fairs that draw employers into Tottenham and promote employment opportunities to local residents.

### **3.6 Businesses can play a key role in building a culture of aspiration, preparing young people for the workplace and creating employment opportunities. Engagement is recommended through:**

- The development of stronger partnerships between business and schools.
- Staff from businesses in Tottenham sharing their expertise with young people by teaching interview and employability skills in schools.
- In addition to formal work experience, providing opportunities for young people to get a feeling for the world of work through visits to workplaces.
- Increase the availability of apprenticeships which are of a high quality, including apprenticeships that are accessible to young people with Level 1 skills.

### **How the Panel arrived at these recommendations**

Young people emerged as a major theme in the Panel's work. People raised the need for the provision of opportunities, space, and activity. Others felt there were insufficient activities to keep young people "off the streets" and that a lack of a "sense of belonging" could lead to involvement in gangs. Community meetings also identified concerns about cuts in services reducing opportunities for young people and sending signals that young people are not a priority.

The Panel has challenged youth providers in Tottenham to work together to map their

provision and to ensure that they are having the best possible impact by working effectively together and making use of the assets they have. The Panel also recommend that there are safe spaces in Tottenham that young people have a stake in, including those who feel excluded from mainstream institutions. Panel members consider that young people who are vulnerable and at risk will be most disadvantaged by recent cuts, which place additional pressures on the services supporting them. These young people are a priority (not least given the profile of those involved in rioting), and the Panel recommend providers target programmes to ensure they continue to receive support, particularly at points of transition in their lives.

Participants in the Young Foundation research also suggested that young people are in need of role models. One said "people don't have a father figure and they need a father figure. If you don't have one you don't know where to go". At other community meetings people suggested that a lack of positive opportunities and support were leading to low aspirations among young people. The Panel have challenged local services to ensure that no young person slips through the net, and that where young people are not in education, employment or training, they continue to receive support to help them to take their lives forward.

Local traders suggested partnerships between business and schools could create opportunities to expose young people to new experiences. Local youth providers working with vulnerable and excluded young people told the Panel that teaching them skills that improve their employability is critical. In its recommendations the Panel is ambitious in its challenge to local businesses, seeking their engagement across a spectrum of activity including jobs fairs, employability skills, increasing apprenticeships, and early engagement to expose young people to the workplace.

## Theme 4: The relationship between police and the community

### Recommendations

**4.1 The structures used by the police to engage with the community, including the community 'Gold Group', the Independent Advisory Group and the Community and Police Consultative Group should be reviewed and made more effective to create ways of working that people feel they can trust and rely on.**

- These arrangements must allow for engagement to take place at short notice when crises arise, and must be able to be triggered by community representatives as well as by the Police themselves.



*Sgt MacPherson with young Volunteer Police Cadets helping clean up Tottenham following the Summer 2011 disorder.*

**4.2 Changes of personnel can hamper efforts to build strong relationships in the local area. The police force should ensure greater continuity, from junior ranks to management at the highest levels.**

**4.3 Address the internal culture in the local police to tackle perceptions of 'them and us' and to put the community at the heart of the policing approach.**

**4.4 Being able to successfully engage with communities is an important skill for police officers that the Panel believes is**

**undervalued. Recognition and reward for community engagement skills in the police career structure should be improved and officers who have developed these skills accorded higher status.**

- Support staff to continue working in the local area while developing their careers, retaining strong relationships and building trust.
- Strengthen the training of police arriving in the area, including a full induction to Tottenham and its community. Representatives of the local community should be involved in the induction process.

**4.5 Increase the presence of the police in the community.**

- Ensure that police have a high level of consistent, active engagement in local schools.
- Increase the visibility of uniformed police on foot on the streets.

**4.6 Significantly improve the practice and scrutiny of Stop and Search and Stop and Account.**

- The effectiveness of Stop and Search and Stop and Account should be reviewed.
- Stop and Search and Stop Account should be reformed to ensure an intelligence-led approach is taken.
- Make sure that local scrutiny mechanisms are effective and known to local people. These should: be backed by robust data; include performance management of individual officers; proactively contact people who have been stopped to investigate the quality of individual encounters; and respond to issues raised by the public.
- Inform people about the powers of police and the rights of individuals when delivering Stop and Search and Stop and Account.
- Look at how Stop and Search is handled in other societies in order to learn from effective practice elsewhere.

**4.7 Make local arrangements for dealing with complaints more widely known and understood in order to prevent escalation of issues.**

**4.8 Strengthen community involvement in delivering community safety objectives in their neighbourhood, e.g. providing diversionary activities for young people.**

### **How the Panel arrived at these recommendations**

Police should be part of the community. Yet the evidence reviewed by the Panel suggests a disconnection between police and community in Tottenham. The Panel concluded that police officers working in the area should have a better appreciation of Tottenham's history and culture and of the needs and priorities of its communities. It recommends that the induction and training of police working in Tottenham are strengthened and tailored, in partnership with the community, to achieve this.

The Panel found that policing in Tottenham can be perceived as being against the community rather than protecting it, leading to adversarial relationships between the police and some of Tottenham's communities. The Panel consider that this is related to weaknesses in the way the police engage with the community, and recommend that the arrangements for doing this are reviewed and improved. Effective community engagement is a skill-set, and is vital in improving local relationships. The Panel recommend that the importance of this is recognised in career structures and in individual staff development in the police force, to support a wider policing culture that places a high value on the relationship with local people. Consistency of personnel should also be a priority to help sustain and build strong relationships.

The Panel feel it is a priority to address negative

perceptions that young people can have of the police, as young people do not always feel that the police are there to protect them. The Panel heard that the presence of designated police officers in schools has been effective in improving young people's views of the police, and that interaction in community settings can help to build strong and positive relationships. The Panel therefore recommends that police officers form close links with schools to develop effective relationships with young people and the wider community.

Issues about encounters where people are stopped by the police came up repeatedly in the course of the Panel's work. These can include the use of Stop and Search or Stop and Account powers. The feedback highlighted the negative impact these intervention can have on police-community relationships where the way they are delivered is considered to be stigmatising or humiliating for individuals being searched. A number of people, and particularly young people, said that they felt that it is difficult to hold police to account if the intervention is misused. The Panel felt that better scrutiny backed by quality data will benefit police and residents, both in evaluation and in ensuring effective accountability about the use of powers.

To address concerns raised about accountability it is important that there is widespread awareness among residents that a robust independent scrutiny body is doing this work, that people are aware of their rights in the stop and search process, and that people know how they can hold the police to account through a clear and effective complaints process.

## Theme 5: Increasing community involvement and leadership



Tottenham boasts an inclusive, creative culture and the contribution made by its residents through voluntary and community activity is enormous. The Panel understands the need to value, support and connect people who show willingness to contribute to their community. Recognising the pressures that the voluntary and community sector are under because of funding reductions, it is more important than ever that organisations have support that enables them to get the maximum possible impact with the resources that they have.

For some, the riots called into question the extent to which everyone feels a positive connection with their wider community. The Panel considers that there are opportunities to give all residents a bigger stake in the future of a strong local community. Strong families are central to strong communities and recognition of this should underpin all interventions and plans.

### Recommendations

#### 5.1 Promote civic responsibility and community leadership.

- Leaders of different communities in the borough, including political parties, should give consideration to the way they reach out to people, and particularly young people, to encourage them to shape their futures by engaging in democracy.
- Provide opportunities for people and young future leaders to take an active role in improving their community through community and voluntary sector

organisations and through business.

- Create a recognisable, regular forum through which people can have their say and communicate between themselves, and use mechanisms such as social media to make this accessible to everyone.

#### 5.2 Find better and new ways of promoting and supporting the voluntary and community sector.

- Be creative about supporting the voluntary and community sector to lever in funding and to get the best possible impact from resources available.
- Make available accessible, cheap space to enable new groups to form and existing groups to flourish, by better matching the community space in the borough to community need.
- Support the role of voluntary and community organisations in generating the community leaders of tomorrow.

#### 5.3 Public sector organisations should be more effective in communicating opportunities for people to shape services and local plans.

- Create a protocol that sets out a common approach that public sector organisations will use to engage with local people.
- Use a range of means to speak to people and reach out, including social media as well as paper-based and face to face communication.
- Create opportunities for people to be directly involved in decision making, for



example through service user panels and student/ community governors.

#### **5.4 Young people need to feel ownership of their local area, and to have the skills and civic awareness that equip them to be community leaders.**

- Give young people a stronger voice in shaping services and improvement plans for their local area.
- Provide better support for young leaders emerging in the community, including through mentoring schemes, opportunities to shadow people, and programmes with peer to peer support elements.
- Give young people meaningful opportunities to challenge local decision-makers, and ensure decision makers demonstrate that they are listening.
- Actively support the development of skills necessary for an active role in public life through school education.
- Encourage the development of youth leadership in a range of contexts that appeal to young people, for example through sports organisations and national organisations.

#### **5.5 Recognise the vital role of families, parenting and role models in supporting people to become rounded citizens.**

### **How the Panel arrived at these recommendations**

The evidence gathering uncovered great community spirit and a sense of neighbourliness in Tottenham. People said that “the community is very strong and stays together” and those interviewed showed empathy for other residents and the problems they face. There was however appetite for increasing the ways people connect with each other locally, bringing people from all backgrounds together through positive, creative communal interfaces. In its recommendations the Panel proposes that this engagement

is supported through actions that support both face to face and online communication, for example through better availability of community space, regular forums, and social media.

The research also found that many residents, and especially minority groups, felt both that their voices were not heard sufficiently in decision-making, and that there is a need to create a stronger sense of local responsibility. Some stressed the need for genuine conversations and open dialogue across sectors and within the community while others spoke of the need to reconnect political parties with communities. The Panel have recommended that public sector organisations create opportunities for people to be more directly involved in local services and decisions, in ways which genuinely and demonstrably pay heed to what they say and build from their knowledge and experience, rather than just paying lip-service to it.

As reflected in previous themes, those who engaged with the Panel placed a great importance on improving the opportunities available to young people in Tottenham. The expert evidence received highlighted that equipping people with the skills, confidence and knowledge they need to engage in civil society is a critical part of furthering active citizenship. The Panel have therefore recommended that there is an investment in youth leadership in Tottenham. This should involve opportunities across a range of contexts that inspire young people, for them to express their views, take on civic responsibilities, and build decision-making skills.

Participants in the evidence-gathering phase considered that the voluntary sector plays an integral role in a healthy community. While reductions in public funding are putting strains on the assets and resources available, the Panel feel it is important to find ways to support these organisations in order to make the most of the contribution that local people can offer.

## Next steps

The Tottenham Community Panel will share these recommendations with a wide range of community members, local businesses, service providers and other organisations and stakeholders by publishing this report and publicly launching it in February 2012.

The Panel will ask a number of key organisations and groups to provide a formal response to the recommendations, setting out what actions they will be taking as a result of the Panel's work and when this will happen. These responses will be expected by the end of March 2012 and will be made publicly available online.

The Panel will reconvene in July for an informal review of how its recommendations have been progressed and the impact that they have

had. The Panel will identify any critical gaps in the work underway, and identify any follow-up actions required to prompt an effective response.

The Panel will reconvene one year on for a formal review of progress made in implementing recommendations and to review the impact that this has had in improving life in Tottenham.

If you would like more information about the work of the Tottenham Community Panel please visit the website at

**[www.haringey.gov.uk/communitypanel](http://www.haringey.gov.uk/communitypanel)**

or contact Chloe Surowiec at

**[chloe.surowiec@haringey.gov.uk](mailto:chloe.surowiec@haringey.gov.uk)**

or on 020 8489 2241.



This appendix captures views expressed by residents and others at a range of community meetings. These views do not necessarily reflect those of the Tottenham Community Panel. Please note that the data is set out in summary form. If you would like to access more detail, please contact Chloe Surowiec at [chloe.surowiec@haringey.gov.uk](mailto:chloe.surowiec@haringey.gov.uk) or on 020 8489 2241.

## Appendix: Summary of evidence considered by the Community Panel

**Section 1** Community Panel commissioned research

**Section 2** Summary notes from meetings held in the community

**Section 3** Summary of expert evidence invited by the Panel

**Section 4** Responses to the call for evidence

**Section 5** List of directly related reports considered as evidence by the Panel

2. What is hurting Tottenham
3. What is helping Tottenham?
4. What can be done to make things better?

Four key themes emerged from the research.

### Theme 1: Positively engaging young people

- **Opportunities and support for young people:** it came through in many conversations that people feel that there are insufficient activities to keep young people “busy” and “off the streets”. This is exacerbated by the lack of local employment opportunities. It was felt that young people lack supportive individuals in their lives. Some people see involvement in gangs caused by a missing “sense of belonging”. Tottenham Hotspur is a “great asset”, but some felt it could do more for local young people (e.g. employing them as stewards).
- **Voice and influence:** young people’s voices need to be heard and they need to be involved more in the community.
- **Police:** there is a sense that the police are overly confrontational (e.g. young people complained about “stereotyping”, saying that being young, male, black and/or wearing a “hoodie” are reasons to be stopped and searched by the police).

### Section 1: Community Panel commissioned research

The data in this section summarises findings from community engagement work in Tottenham commissioned by the Haringey Community Panel and carried out by the Young Foundation in October 2011.

Over the course of two and half weeks, the Young Foundation engaged with more than 150 local residents and stakeholders in Tottenham. Groups and methods used are set out in the table below:

The research was framed around four main questions:

1. What are your thoughts and experiences of the riots and the impact on Tottenham?

Community engagement	Method	Participants	Demographic Breakdown	
Local Traders	Focus group	6	GENDER: ETHNICITY: AGE:	5 males, 1 female 5 BME, 1 white 30s – 60s
Public Sector Institutions	Deliberative workshops	8	GENDER: ETHNICITY: AGE:	3 males, 5 females 1 BME, 7 white 30s – 50s
Residents1 Parents, Rowland Hill Children’s Centre	1:1 interviews	8	GENDER: ETHNICITY: AGE:	8 females 6 BME, 2 white 20s – 40s
Youth 1 CONEL	Deliberative workshops	35	GENDER: ETHNICITY: AGE:	20 males, 15 females 33 BME, 2 white
Residents 2 African Women’s Welfare Group	Focus group	34	GENDER: ETHNICITY: AGE:	34 females 34 BME 40s – 70s
Youth 2 Gladesmore Community School	Deliberative workshops	21	GENDER: ETHNICITY: AGE:	10 males, 11 female 16 BME, 5 white 14-16 years old
Residents 3 BGAC, Seven Sisters, Northumberland Park	1:1 Interviews	36	GENDER: ETHNICITY: AGE:	26 males, 10 females 26 BME, 5 white 20s – 70s
Voluntary and Community Sector	Focus group	5	GENDER: ETHNICITY: AGE:	1 male, 4 females 4 BME, 1 white 30s – 70s
<b>Total</b>		<b>153</b>	GENDER: ETHNICITY: AGE:	73 males, 80 females 125 BME, 28 white Teens – 70s

#### Key actions identified:

- **Employment:** local traders told us to capitalise on the initiative young people show when they approach businesses looking for jobs; create partnerships between local business and schools/young people; communicate job and other opportunities more effectively; provide training opportunities (e.g. involve the college to address skill gaps).
- **Engagement and participation:** invite young people to spend the day with local politicians as a way of bridging the gap between young people and local representatives, and provide shadowing opportunities; need to get young people involved: “they must be part of it, from the grassroots right to the top, right up to chief executive meetings in the Council, young people must be there”.
- **Extracurricular activities:** workshops and educational opportunities (outside of school) to expose young people to new experiences and opportunities; maximise existing assets (e.g. youth clubs run in school buildings); support events and activities for young people to take part in; help youth-focussed charities develop new, creative programmes; social space for young people is needed.
- **Improving interactions between the community and the police:** interaction between police and local young people in non-confrontational settings (e.g. continuing the success of police coming into schools, which has been received positively).
- **Mentoring and role models:** support for mentors and community leaders (e.g. faith leaders, teachers, parents, neighbours and members of the community); identify youth role models within the community to raise aspirations; identify men in the community that could act as father figures for other young people, “people don’t have a father figure and they need a father figure. If you don’t have one you don’t know where to go”.
- **Support for parents:** better education and more support for families, “especially for young mothers”; young people need to have contact with motivational adults and many local parents need support to perform that role; with the highest mental health morbidity in the country, a strong range of support is required.

#### Theme 2: Community cohesion & empowerment

- **Strong community spirit and sense of neighbourliness:** most agree that Tottenham is a friendly and supportive place to live, “the community is very strong and stays together”. Those interviewed showed empathy for other residents and the problems they face, particularly related to the riots.
- **Pride in diversity:** residents see the area’s cultural diversity as a strong community asset and highlight that there is “no fighting” between ethnic groups.
- **Strengthening community engagement:** communication between authorities and the community is an area that needs improvement and it was suggested that consultation methods should be replaced with “genuine conversations”. This approach is also proposed for resolving “antagonistic relations” with the police. Many residents, especially minority groups, feel that their voices are not being heard in decision-making processes and there is a need to create a stronger sense of local responsibility.

#### Key actions identified:

- **Opportunities to come together:** the community needs to form new groups that promote neighbourliness and safety (e.g. neighbourhood watch); support community meetings, e.g. providing public spaces: “we need to be given a voice”; bring local people from all backgrounds together through positive, creative community and cultural events.
- **Participation:** leadership is needed that understands and reflects the community “the local authority needs to talk to local people”.
- **Supporting voluntary and community sector:** support organisations with proven track records; ensure that successful projects are not interrupted due to lack of funding. Tottenham has deep-rooted problems which need long-term solutions, “not ones that are funded for 1 or 3 years”.

#### Theme 3: Local infrastructure

- **Local amenities:** it is widely recognised that the area has good amenities (e.g. schools, parks, retail and transport links). However many residents expressed concern about the excessive number of betting and fast-food shops.
- **Physical environment:** the deterioration of the buildings, especially on the High Road, contributes to the feelings of neglect felt by the community. Many people mentioned local streets being littered.
- **Housing:** some feel the need for more affordable housing, as waiting lists are long. Poor maintenance of the existing housing stock is also a concern as was the impact of new residents with higher incomes displacing low-income residents.

#### Key actions identified

- **Physical infrastructure:** street lighting needs to be improved, especially in Bruce Castle Park and Downhills Park, and the streets more tidy; more playgrounds are needed; build more affordable homes and better prioritising of housing recipients; change planning policy to reduce the number of detrimental businesses that encourage poor health and gambling.
- **Public services:** lessons should be learnt from the effective and direct response to the riots by public institution staff, “services [must be] more visible in the community”; moving away from “ticking boxes and writing reports”; more police foot patrols, especially in the evenings; convert the site of the burnt post office into a mutual so that it can become a community resource.

#### Theme 4: Regeneration and local investment

- **Regeneration:** external investment is welcome for the creation of jobs for local people and local growth though some fear “big businesses” that may overlook local interests.
- **Supporting local businesses and investment:** many residents support investment in small local businesses.
- **Job creation:** this was overwhelmingly portrayed as a central concern for the area and is seen as the way to solve many issues.
- **Negative perceptions:** many feel strongly that the negative perceptions of outsiders about Tottenham is misplaced and was worsened by the media coverage of the riots.

#### Key actions identified

- **Supporting local businesses:** strengthen partnerships between business and community groups, and between SMEs and large businesses, “if we don’t work together on a smaller level we won’t survive”; support entrepreneurship in the area –change planning policy to encourage new businesses to form and provide “local contracts for local people”; support local businesses to employ local people and create apprenticeships; ensure parking regulation doesn’t harm local businesses; capitalise on the Tottenham Hotspur brand (e.g. encourage local franchising of Spurs merchandise); work with local traders to increase revenues from match day crowds (e.g. shopping vouchers).
- **Build the “Tottenham” brand and communicate positive messages:** many see the need to send out a “positive message” about Tottenham to rebuild the sense of pride in the area, as well as attract new investments and people -this includes building an identity for Tottenham outside of the ‘Spurs’ brand; people need to buy into the “I love Tottenham” campaign because, “if only a minority believes in it, it doesn’t work”; overcome the “stigma hanging around Tottenham” (e.g. follow the example of the re-branding of Brixton); communicate positive messages about the area (e.g. the achievements of local residents).
- **Creative, inclusive investment:** attract desirable external investment (e.g. desirable shops, bookshops, restaurants and bars); residents should be encouraged to stay long term (e.g. shared ownership schemes); “like Shoreditch, we should invite IT specialists, such as Microsoft to come into the area and develop it”; “we need to be bold about what we ask for”; local residents need to have a strategic role in a regeneration programme; help communities take over local disused assets and work with businesses to make charities and social enterprises a success.

#### Section 2: Summary notes from meetings held in the community (not organised directly by the Community Panel)

##### Meeting: Area Forums

**Dates:** 6th September 11, Tottenham & Seven Sisters  
8th September 11, Wood Green  
19th September 11, Northumberland Park & White Heart Lane  
20th September 11, West Green & Bruce Grove  
20th September 11, St Ann’s and Harringay  
26th September 11, Crouch End, Hornsey and Stroud Green

**Participants:** The Area forums were attended by between 12 to 60 people. No demographic data was collected about attendees. Anecdotally, some attendees commented at the low numbers of youths at the meetings

**Overview:** Area Forums are meetings held by councillors to provide a public place for residents to raise and discuss important local issues. Councillors decided to call special Area Forum meetings to discuss the riots. In particular, these meetings focussed upon what had happened, what lessons could be learnt and how the community, the Council and the police could move forwards together.

**The table** overleaf summaries the views and feedback provided by attendees at Area forums.

##### Meeting: Haringey Community & Police Consultative Group

**Date:** 21 September 2011

**Participants:** The public

**Overview:** The Haringey Community and Police Consultative Group (CPCG) is a borough wide consultative group. Its objective is to ensure that effective dialogue exists between the police and the community so that residents are empowered to both express their views and influence how their particular policing needs and priorities are met. The CPCG called a public meeting in response to the riots entitled “What Next? Questions to the Authorities on Rebuilding the Community”. The meeting was held to provide residents with an opportunity to ask questions to the police, community leaders, the Council and the Independent Police Complaints Commission.

##### Views expressed at this meeting included:

- There is a lack of accountability in the police force.
- Stop and search and, in particular, the way in which the police carry out stop and search generates poor relationships between the police and community – especially young people in the community. There is a lack of trust between young people and the police.
- The police protected themselves above the community that they serve.
- Young people were blamed for the riots when rioters were from a range of ages and backgrounds.
- Those services available for young people may not meet their needs.
- The negative view of Tottenham caused by previous riots and partly tackled has been reborn as a result of the events in August.
- One of the most damaging consequences of the riots is the stigma it will generate around Tottenham.
- Community and civic infrastructure need to be invested in.
- Institutions need to be more accountable
- Unemployment is continuing to rise in Haringey. Over 10% of young people are unemployed. This is unacceptable.

##### Meeting: Homes for Haringey Young Advisors and Haringey Wider Youth

**Date:** 19 September 2011

**Participants:** 9 local young people

**Overview:** Young Advisors is a national charity but trains young people through out the country in becoming youth consultants (helping businesses become more accessible to young people). In Haringey we have 15 trained young advisors.

##### Views expressed at this meeting included:

- The riot was sparked by the shooting of Mark Duggan, the lack of communication with local people and particularly Mark Duggan’s family, and the way the police handled the peace protest
- Further to this, there were additional motivations to get involved: being opportunistic, (particularly broke people); having a sense of “fun” or out to cause “mayhem”; using the riots as an opportunity to rally against the

Feedback received at the six Area Forums held on September 2011 organised under five themes:

Police	
<b>Views about the causes of the riots:</b> <ul style="list-style-type: none"> <li>• Stop &amp; search</li> <li>• Poor police communications</li> <li>• Poor management of early disorder by police</li> <li>• Poor police communication following death of Mark Duggan</li> <li>• Insufficient police numbers</li> </ul>	<b>Suggested solutions:</b> <ul style="list-style-type: none"> <li>• Improve police communication between local and other op's</li> <li>• Better policing</li> </ul>
Youth	
<b>Views about the causes of the riots:</b> <ul style="list-style-type: none"> <li>• Cuts to youth services/youths with little to do</li> <li>• Unemployment/youth jobs</li> <li>• Peer pressure/gangs</li> <li>• Poor role models/family breakdown</li> <li>• Involve youths/residents in decision making</li> </ul>	<b>Suggested solutions:</b> <ul style="list-style-type: none"> <li>• More youth services/projects/activities</li> <li>• Intervene early with high risk groups/people</li> </ul>
Services	
<b>Views about the causes of the riots:</b> <ul style="list-style-type: none"> <li>• Poor education</li> <li>• Lack of school discipline</li> <li>• EMA grant cut</li> </ul>	<b>Suggested solutions:</b> <ul style="list-style-type: none"> <li>• Make better use of public space such as schools</li> <li>• Support schools/colleges to promote social values/behaviours</li> <li>• Improve join up education, youth, employment services</li> <li>• Tackle poverty and inclusion</li> <li>• Influence values and norm's of behaviour</li> </ul>
Community	
<b>Views about the causes of the riots:</b> <ul style="list-style-type: none"> <li>• Lack of community pride</li> <li>• People felt alienated/no sense of consequence</li> <li>• Lack of ambition/prospects</li> <li>• Lack of parental responsibility</li> <li>• Poverty/deprivation</li> <li>• Organised criminality</li> <li>• Lack of respect/values</li> <li>• Materialism</li> <li>• Involve youths/residents in decision making</li> <li>• Influence values and norms of behaviour</li> </ul>	<b>Suggested solutions:</b> <ul style="list-style-type: none"> <li>• Engage better with communities/better cohesion</li> <li>• Harness opportunities for greater pride in Tottenham</li> <li>• Improve parental responsibility</li> <li>• Involve offenders in the regeneration of Tottenham</li> <li>• Improve physical realm</li> </ul>
Other	
<b>Views about the causes of the riots:</b> <ul style="list-style-type: none"> <li>• Arab spring</li> <li>• Opportunism</li> <li>• Use of social media</li> <li>• Looters travelling in from out of Haringey</li> </ul>	<b>Suggested solutions:</b> <ul style="list-style-type: none"> <li>• Balance the right to use social media with disorder</li> </ul>

- government; pay back for police mistreatment; a displaced generation with nothing to lose; people knew the police wouldn't be able to control a lot of people.
- Underlying issues include a break down in the relationship between police and young people. Young people feel the police are not there to support them, but are against them, e.g. heavy handed approach to stop and search.
- Young people said that a riot or events of a similar nature would have happened in time as youth tensions were rising. They noted that the main areas involved where deprived.
- The young people agreed that the riots were the only way to get views of young people heard and acted upon as central government has not taken their thoughts and considerations into account.
- A positive was considered to be that the riots highlighted the need for there to be no cuts to police and frontline services.
- The majority of rioters were over 25 but the media blamed the young people.
- The young people recommended that David Cameron come to Tottenham so they can let him know the how people really feel about riots and living in Tottenham.

- Set up a conference with senior ministers to build up connections with young people and increase understanding.
- To change hearts and minds in Tottenham. "There is a growing underclass emerging and they need a lot of support and need to be given/ taught the skills to educate and push themselves out of the vicious circle".

**Meeting: Homes for Haringey Community Panel**

**Date:** 26 October 2011

**Participants:** 9 local residents

**Overview:** The HfH community panel is a support mechanism for the Tottenham Community Panel. It's a cross section of involved people from Haringey (those who work and live), all members are community orientated and represent a section of the borough.

**Views expressed at this meeting included:**

- Riots were caused by an escalation of tension over injustice in a fragile community.
- A pastor who has held a workshop looking at the relationship with the police noted that Stop and Search is an issue, and lack of dignity during the process.

- Social changes: EMA removed, overcrowded housing, financial pressure on parents so youths have little supervision while parents are at work.
- Agitators catalysing the riot were in the minority; others were involved for the excitement.
- Youths responded to the fact that police were not responding to their violence, more people got involved. Quick spread of information about opportunities to raid via BBM.
- Not all those involved were youths/ in 'hoodies'.
- The police could have been attempting to demonstrate that the police are needed in a community, following recent announcements about cuts.
- Where young were involved there was a lack of parenting: young people can get freedom beyond their years; this can be related to parents caring for younger children or working; some have mental health needs; some parents do not know other ways of parenting and need a role model. However the group agreed the focus should be on working with individual youths not parents.
- Youths don't have opportunities, jobs need to be available for local people.
- Youths need to be more self-motivated; supported to reach their potential; have long-term sustainable aspirations. Youth need to be empowered to feel self-worth: Council and HfH should speak to them, see what they want, and act on it.
- Inspirational role models and good examples are needed. A collective responsibility of schools and homes to build networks of support; communities don't look out for each other as they used to or do abroad. It can be dangerous to intervene, people need to be tactful.
- Police and youths should build relationships; police should get to know children from a young age when at school; child's perception of the police can be influenced by seeing heavy-handed arrest.
- The community needs to be brought together and barriers broken down. Youth and community centres have been lost, were important hubs and acted as a platform for engaging youths to various projects.
- Lawlessness seemed permissible when a car was set alight and no action taken; news coverage showed police were not protecting shops; they did protect the police station
- Stop and Search is not working, cannot be justified by its impact.
- There are cuts, and no hope in Tottenham.
- Issues with drugs and slum landlords; gangs leave people trapped in local areas; betting shops, drugs and boring teachers; need to support people released from prison.
- Applications are down at the college because of the withdrawal of EMA, increase in university fees. The message is being given to young people that they are not worth investing in. Riots reflect a lack of opportunity; failure in the education of a generation in the '80s; a dumbing down of Tottenham so that where people have achieved success this is despite low aspirations. Rioters took away what many have worked for.
- There have been educational failures, in teaching right and wrong, in giving people aspirations and encouragement; we need to help young people to develop moral values.
- There are initiatives providing help and opportunities for teenagers: Keep It Real, Youth TV Talkshow; Chestnuts Centre is providing young people with opportunities and employment. Need to invest in grass roots, engage with and empower them.
- The media are not listening to young adults. They portrayed rioters as young people, but it wasn't all young people. Tottenham was negatively portrayed in the media.
- There is a great community spirit in Tottenham; my shop was protected because I am part of the community and they know me.
- We the community need to keep together, talk to each other; need to get the 'why' into I Love Tottenham so it is community owned; we need to be able to make jobs ourselves; we need to build hope and move forward.
- We should build on cultural capital and political activism. There are many entrepreneurs in Tottenham.
- Riots have succeeded in attracting resources and attention to Tottenham.
- Wood Green is important as well as Tottenham, especially as a precursor to looking in following days.
- Young people felt that the police failure to respond to Mark Duggan's family was a justification for rioting. There was also an element of 'I can mash up my community better than you'. Adults need to act as role models.

**Meeting: Riot victims and communities panel: public meeting**

**Date:** 3 November 2011

**Participants:** Public meeting at Bernie Grant Centre; 100 to 150 attendees, including local residents, businesses, councillors, and representatives of voluntary and community organisations and other agencies active in the borough.

**Overview:** Darra Singh, Chief Executive of Job Centre Plus and former Chief Executive of Ealing and Luton Councils was asked by the Prime Minister, Deputy Prime Minister and Leader of the Opposition to chair a panel to look at some of the issues surrounding the recent riots. The other panel members are Simon Marcus, Heather Rabbatts and Maeve Sherlock. To inform their research the Panel hosted an open public meeting in Tottenham to hear the views of local people affected by the August riots.

**Views expressed at this meeting included:**

- There is no outlet for the disaffected to engage with police and Council; no accountability for Mark Duggan's death. If the police admit they were wrong they need to say it so the community can hear it. They failed to respond to advice that people were angry about Mark Duggan.

**Meeting: Riot victims and communities panel: resident focus group**

**Date:** 22 September 2011

**Participants:** Four residents from the local area at Bernie Grant Centre

**Overview:** The national panel (as described above) made a day visit to the borough in order to hear from a range of different sets of people affected by the riots.

**Views expressed at this meeting included:**

- The media coverage made it look like the police haven't done anything wrong in shooting Mark Duggan; upsetting he was not treated with dignity but portrayed as a gunslinging gangster. People waiting outside the police station with kids for hours, weren't invited inside, had no respect shown to them, people got agitated.

- The riot was coming for six or seven years. Tottenham has been at the bottom of the barrel for years; this was a trigger.
- Funding is needed to build up the community, give them power, authority, money and premises to enable people to get to them when young.
- Young people need a way to speak to MPs. Youth Parliament is middle class, not well known. Politicians don't know what it is like in Tottenham, young people need to tell them.
- Growing underclass following multi-generational unemployment, feel they don't need to work because of benefits, if they can't afford something and get the opportunity to take something, they will.
- The decision of whether to go out and join the riot or stay at home is made in the home.
- Some people got involved in the rioting and looting to send a message; something had to give; people had to be heard.
- Rioters were not just young people. Residents referred to also having seen other groups in the area. People referred to cars parked in Tottenham Hale that started looting there.
- Stop and Search sometimes goes well, but it can be personal vendetta/abuse of power. Police may not be trained to deescalate, get intimidated.
- The way forward is from the community. It takes a village to raise a child. Need a community spirit.

**Meeting: Riot victims and communities panel: focus group of residents whose homes were burned**

**Date:** 22 September 2011

**Participants:** Six residents of River Heights

**Overview:** The national panel (as described above) made a day visit to the borough in order to hear from a range of different sets of people affected by the riots.

**Views expressed at this meeting included:**

- People have lost everything; living in hotels and can't relax properly, no everyday life.
- Told rioters 'there are families living up here' and they set the building on fire.
- It seemed like lies were told, e.g. police being attacked with knives and machetes being stolen from shops – from which shops? Many officers were said to be off afterwards sick and traumatised. They should have been able to access reinforcements.
- The fire brigade were not there to help or evacuate us. We helped ourselves, one neighbour in a panic attack would not have got out without support of a neighbour.
- Some felt that emergency services didn't respond because it's just Tottenham: other people are laughing at our police force.

**Meeting: Riot victims and communities panel: traders focus group**

**Date:** 22 September 2011

**Participants:** Tottenham Traders

**Overview:** The national panel (as described above) made a day visit to the borough in order to hear from a range of different sets of people affected by the riots.

**Views expressed at this meeting included:**

- Initially I was happy just to be still trading, now I'm getting frustrated, it still isn't business as usual and I'm feeling the pinch. The provision of funding/grants is too slow and insurance companies say they will take grant funds off the value of the insurance payout.
- The riots have worsened the stigma about Tottenham. Need to get business back in: beautify the area; build on Latin Quarter in Wards Corner.
- Need to get rid of the McDonalds and chicken shops
- People in Tottenham have no fear of consequences/authority.
- This has been brewing for ages and it isn't finished yet. Need to address postcode wars and stop and search.

**Meeting: Community Panel Members' Focus Group**

**Date:** 15 November 2011

**Participants:** Six Tottenham councillors

**Overview:** A bespoke focus group facilitated by the Council's Organisational Development Team was held at the Cypriot Centre

**Views expressed at this meeting included:**

- Prior to riots tensions in the area were increasing.
- People were aggrieved at the police handling of events following Mark Duggan's death which damaged relationship between the police and the community and exacerbated tensions.
- It is important to address police attitudes and the approach of the IPCC. Stop and Search also creates tension. Poor police community relations, with young people and older people, are hurting Tottenham.
- The riots were an opportunity for people who would choose to commit crime to strike when police were weak. The people involved in rioting were mixed.
- The riots were caused by poverty, lack of opportunities and a lack of jobs. There is a perception that Tottenham hasn't changed in 25 years.
- Investment does not circulate within the community – it does not create jobs for local people.
- Tottenham was improving before the riots but now its reputation is once again damaged. The retail offer is a problem with too many betting shops and pubs. Tottenham needs a planned approach to improving the area and directing investment.
- Slum landlords, drug culture, gangs and postcode wars all create fear and result in a lack of confidence in Tottenham.
- Tottenham has many strengths. It is cosmopolitan, and has a vibrant history. There needs to be a campaign to increase pride in Tottenham and improve people's perception of the area.
- There is an opportunity for change and inward investment. There is the potential to create an evening economy and grow creative industries.
- There need to be compacts with employers to create opportunities for people to improve their skills and get jobs. We need to work with developers, Spurs and other local businesses, organisations and suppliers to create apprenticeship opportunities.
- High quality public services are important. Good Neighbour Agreements encourage residents to look after the physical appearance of the area.



- Safety, investment, and combating the perception that in Tottenham anything goes should be focussed on to encourage people to stay in and move to the area.
- The Council should address falling standards of homes are related to people renting/private landlords by purchasing property.
- Poverty and youth unemployment must be tackled by encouraging pride in work, particularly amongst vulnerable groups such as those exiting prison.

#### **Meeting: HAVCO facilitated meeting**

**Dates:** September 11

**Participants:** Speakers included Cllr Lorna Reith, Deputy Leader at Haringey Council, Adam Jogee of Hornsey Labour Party and Sharon Grant, chair at Haringey Citizen's Advice Bureau. There were in addition 100+ voluntary-community delegates who contributed to discussion.

**Overview:** Event was facilitated by HAVCO to engage Haringey's VCS in discussions as a response to the disturbances that took place in Tottenham between 6-7 August 2011, enabling them to a) have their say on what happened and b) agree the way forward by developing a set of priorities for re-building Tottenham and surrounding neighbourhoods.

#### **Views expressed at this meeting included:**

- There is potential in all low income neighbourhoods but they feel that they lack influence.
- Investment in youth services and programmes is needed.
- Decision-makers must take engagement mechanisms seriously. It is imperative to engage young people.
- Positive stories about young people are underreported. In the face of government cuts, the expertise of local voluntary organisations who work with young people should be capitalised on.
- Opportunities for young people targeted at Tottenham must be part of the strategy for economic regeneration. All projects should include training and job creation and be encouraged to create local jobs.
- Tottenham's reputation needs to be restored through the promotion of economic regeneration, the encouragement of business growth and investment and the tackling of postcode discrimination.
- The 'I Love Tottenham' campaign should be built on to advertise the good things about Tottenham.
- Small traders should be supported as they are the backbone of the High Road.
- VCS has a crucial role to play in creating a healthy community. How it can be further strengthened in Tottenham needs to be reviewed and, in particular how partnerships between VCS organisations can facilitate this.
- National and Local political parties need to reconnect with communities.
- The connection people feel with each other and the wider community is critical.
- Involving local people in the plans for their own community should be invested in and communities should be empowered to develop their own facilities.
- Meaningful consultation is needed across the sectors and with communities.
- Solutions to the problems facing Tottenham are complex and should relate to relationships with police, poverty, inequality, criminal groups, consumerism and families

#### **Section 3 Summary of expert evidence invited by the Panel**

The panel received verbal and written input from a number of individuals who had expertise in relevant fields. The sections below summarise this input.

#### **Sir Stuart Lipton, Chelsfield Partners (appointed by the Mayor to be his champion in Tottenham)**

- There is a great deal of talent and skill amongst Tottenham's communities but there are a number of obstacles to overcome to enable Tottenham to return to its historic significance as an important part of London.
- Tottenham's history needs to be considered as part of the work looking forward to regeneration. Tottenham's transport is better than projected, the City is 15 minutes away by rail and Stratford 8 minutes. The Victoria line has plenty of capacity.
- Tottenham's new architecture has been very poor and developers need to be motivated to produce excellence in design.
- Tottenham has many attractive housing areas and terraces, but planning enforcement has not taken place. Satellite dishes and uncared for shopping fascia's could all be tidied up to make these terraces the attractive buildings they once were.
- Tottenham could benefit from an increase in "love and care". This is reflected in the poor visual impression made by some parts of the area; the feeling amongst some residents and traders that Tottenham is a motorway that people pass through rather than a destination.
- Tottenham has many skills and opportunities that need to be coordinated and turned into activities and fun.
- There are many positive aspects of the area that should be capitalised on to create employment opportunities for local people and encourage inward investment. This includes the strong community, arts and music activity. Industries that supported the local economy in the past have gone and not been replaced: identifying new industry to fill this gap is critical.
- Identifying/building a cluster of industries and focussing on supporting it to grow is the best route to generating opportunities for employment and investment. Tottenham has a low cost base which should be attractive to inward investment, housing is affordable, but new housing is needed. Employment activities need focussing in new architecturally attractive space offered at low rents to give real value to occupiers.
- Cultural industries could be a promising option, with scope to attract artists to locate to the area.
- The amount people spend in Tottenham is low relative to other areas because people are shopping outside of the area. Factors influencing this could include the availability of parking and of units of an appropriate size to attract larger retailers. It appears there are too many shops and many are too small to attract a varied tenant base. There are too many betting shops and other premises which don't provide any character.
- There are growing numbers of young people with nothing to do who need care, attention and commitment. Mentoring could provide employment opportunities and raise their aspirations.
- Work experience is essential, including giving teenagers

an awareness of what it's like to work prior to formal work experience so they understand and are ready for the world of work.

- Tottenham receives a significant amount of resources through a variety of different funding streams. These should be managed within a single pot to ensure that Tottenham is managed as a single place with better coordinated resources.
- Tottenham's energy, community and vitality is all there. With a concerted effort driven by the community, real change is possible.

#### **Kevin Crompton, Chief Executive London Borough of Haringey**

- Tottenham is a microcosm of British society in terms of the range of challenges it faces and there is an opportunity for Tottenham to demonstrate how an area can overcome its challenges and change. For this to happen there is a need for joined up thinking with a focus on understanding all of the issues and how they interconnect so that a place based approach can be taken.
- There is much work underway already. This includes the immediate demonstration of our commitment to Tottenham through the 'I Love Tottenham' campaign; work on increasing employment opportunities in the area; bringing forward and shaping investment in the area by partners, including Spurs and the Greater London Authority; and work to progress more technical aspects that need to underpin regeneration such as the development and planning policies.
- There is also a need for our strategy to take forward the elements of regeneration that are about people and employment, to ensure that improvements to the physical and business environment create opportunities for the community.
- We need to look forwards and be ambitious for the area, to develop a long term vision for Tottenham. At the same time not everything in Tottenham needs changing, much is done well.
- Enterprise will be key for Tottenham. Dean Clough in Yorkshire provides a good example of how old industrial space can be used to provide a platform for enterprise.
- The Total Place approach has a lot to offer, allowing the public sector to target and coordinate their efforts better by putting their resources together in a 'single pot'. It allows local populations to have greater influence over how all the resources that affect them are deployed, including those central government allocate through services like Job Centre Plus and the benefits system.

#### **Chris Wright, Chief Executive, Catch 22**

- Catch 22 has a long history of working with young people and has undertaken a lot of work in Haringey. The charity believes that the environment within which services are delivered has the most significant impact on its effectiveness. Also of importance is the way in which service users are engaged with.
- Young people do well where they feel they have a future. One of the things that has emerged from the riots is that the people involved felt disengaged from their future. Young people need to have a sense of belonging and a voice. When consulted, young people must be actually

listened to, or they will feel frustrated. Any re-branding of the area should be owned by and influenced by young people.

- Relationships are critical. Young people must feel that they are supported by adults whom they trust – whether this is a parent, mentor, role model in the community.
- Young people also want to know where the boundaries are and what will happen if they overstep them.
- Things can often start to go wrong for children and young people at times of transition. Children moving between schools/key stages often become disengaged and this is where they can easily become involved with the criminal justice system.
- In relation to opportunities for employment, schools can often operate in such a way that they are closed to the outside world. Businesses can struggle to get engaged with schools.
- There is a breakdown in confidence between young people and the police. Effective mechanisms for police engagement with young people and communities is critical.
- There is a plethora of organisations operating across Tottenham but they are not joined up. The answer to a lot of the issues is how services are delivered: there are lots of resources but they are delivered in a fragmented way.

#### **Rosemary Watt-Wyness, Regional Director for London and the South East, and Nathalie France, Head of Public Sector Partnerships, The Prince's Trust**

- The Prince's Trust works with young people aged between 13 and 30, and targets vulnerable young people such as those who are unemployed or have left school with few or no qualifications. The Prince's Trust has a focus on promoting community involvement, developing employability skills and supporting young people into education, training and employment.
- Positive opportunities improve the prospects of young people: Haringey has some of the highest levels of unemployment amongst young people in the country. Young people need opportunities that will increase their potential to gain employment, and give them a stake in their future. To tackle this, young people need to develop the skills that employers are looking for, such as communication skills and team work.
- The entry level skills required for apprenticeships are often too high for many young people, preventing many from accessing them.
- At a time when unemployment levels are high and job opportunities are limited there is a risk that young people will find themselves at the bottom of the pile. To tackle this young people should be engaged in enterprise initiatives that create opportunities for them to increase their skills, demonstrate motivation and a willingness to learn and to create their own employment opportunities through starting a business.
- Structured mentoring schemes can contribute significantly to ensuring that young people are able to access employment opportunities. The key to getting this right is convincing young people of the benefits and matching them with an appropriate mentor.
- Engaging the police in the delivery of programmes can be an effective way of building positive relationships.

- Recent cuts cause young people to worry about the continuity of provision, and to question what will take the place of permanent youth clubs.

**Ije Nwokorie, CEO, Wolf Olins & Rana Brightman, Wolf Olins**

- A brand is not about spin but about telling real, authentic stories that resonate with people so that they can engage with a positive idea of a place or a product.
- There appears to be a disconnection between the perceptions of Tottenham and the reality of the area. There is a great deal of pride in Tottenham. Brands should start 'at home' by tapping into positivity that is already in place.
- Campaigns like 'I Love Tottenham' are a great starting point but should be based on the real experiences of real people. People need a platform to talk about positive things they've been doing. Rather than branding the place, the focus should be to create a branded platform, a mechanism for spreading good news, enabling a real conversation with and between people in the community about authentic, positive experiences.
- This space could be for all local people to participate in and share, together with local organisations. It should engage young people and older populations.
- Perception is not changed by what is said but by what is done. Panel recommendations should not be about advertising but about harvesting the positive activities and pride in the Tottenham community.
- It will be important to establish what the vision at the heart of the plans is and how all of the activities aimed at achieving this will link together.
- Plans should be long term. This will enable people to participate in a clear 'game plan' for realising a vision for the area and in so-doing build a successful brand.
- The best way of challenging negative news and perceptions of an area is to let the community lead on this. Brand communication does not need to be through something produced by a slick agency, rather by someone in the community saying something authentic that everyone in the community can own and contribute to.
- Don't create something new, but harvest what is already there.

**Sandra Looby, Borough Commander – Haringey, Metropolitan Police Service and Commander Mak Chishty, North London, Metropolitan Police Service**

- Tottenham is very important to the police who are ambitious for the area and have a clear vision for Tottenham as an area where people feel safe.
- Neighbourhood policing in Tottenham has a positive impact. Police regularly spend time in schools and engage with the community in other ways. The best place for police to do this is in hubs that young people voluntarily visit: it is important for young people to engage with police officers when they are not in their roles as enforcers. Most importantly, young people need to be part of setting the policing priorities for the borough.
- There has been a blurring between the state and the police. The police are part of the community.
- There is an issue of values and of some people not feeling a sense of responsibility for their area. Many people are living in temporary accommodation for long periods of time so that they feel temporary. There is a lot of

transience in the area. These factors make it unsurprising that some young people feel they don't have a stake in their future and look outside for their values and a sense of belonging.

- The challenge for policing is that resources are finite and so it is necessary to make difficult decisions about where to place these. The police want to work with the community when making these decisions.
- While it is not possible to influence where officers live, it is recognised as essential that officers understand the communities in which they work. Local officers are there to support the community and be part of the community.
- In relation to the use of Stop and Search as an intervention, prior to the transition of the MPA to the MOPC there was in fact a community led Stop and Search scrutiny which the police attended. The police are keen to continue this and also utilise the current arrangements through the community and police engagement group to ensure that as a community we understand the impact of Stop and Search and harness the support and expertise of the community to help us get it right.

**Kate Burls, Take Part Learning Manager, London Civic Forum**

- The role of VCS organisations is crucial: their independence builds unique trust within communities, and they often have a strong user-led ethos, which creates real expertise in issues on the ground
- Community groups are often referred to as 'under the radar' as they are frequently under-recognised and under-supported. Recent research shows that there are vast numbers of them working hard to support communities across London, giving conservative estimates of 48,000 across London, or 1,600 per borough. Added to this, large numbers of community activists work independently or in small networks to achieve change.
- The community sector brings a wealth of grassroots expertise and understanding of local neighbourhoods and interests. They have the ability to create networks and generate local interest and enthusiasm in action for change.
- It is clear that there are important roles for all sectors in civil society engagement. The public sector must lead the way in promoting democracy and community leadership of public services.
- In seeking to engage with groups and individuals in the community sector, it is important to commit time and resources to outreach activities.
- It is very important to acknowledge the particular dynamics of informal community groups and networks, which work very differently to organisations and agencies. This presents real challenges to partnership working, and also creates exciting new opportunities for engagement with communities.
- London Civic Forum believes that it is essential to offer community-based learning opportunities to give people the skills, confidence and knowledge they need to engage in civil society. With the Big Society high on the political agenda, the poverty gap widening across the capital and social discontent evident in the recent wave of riots and protests, many Londoners need targeted support to articulate their views, have a voice in decision-making and lead social change.

- It important to offer support which makes the most of the vast amount of social capital and activity already out there, and builds ongoing capacity in communities
- Finding ways to support and resource informal community activity is extremely important. LCF is concerned about the fragility of community activity – without support and recognition, many informal groups burn out. Yet these groups are experts in delivering social action on a shoestring, and their support needs are often minimal and easily provided by voluntary or public sector partners: for example, space for meetings, weekly access to computing facilities, or basic expenses for volunteers.

**David E. M. Gilbertson QPM, B.Sc (Econ), MBIM, Former Deputy Assistant Commissioner, Metropolitan Police Service and H.M. Assistant Inspector of Constabulary (HMIC), (retired 2001)**

- The introduction of PCSOs from 2003 has allowed fully warranted police officers to withdraw from preventive patrolling on foot so that we no longer have ‘bobbies on beat’. Almost all policing is now provided by mobile response teams. Beat patrolling is seen as less efficient, and the reassurance aspect is not used as a performance measure.
- Ward-based Safer Neighbourhood Teams are composed largely of PCSOs and a minority of regular officers at Constable and Sergeant rank. Postings to Safer Neighbourhood Teams are often not first choice, with officers being regarded by their peers as not doing a ‘real’ police officers job.
- The concept of ‘Officer Safety’ has undermined the relationship between the police and the public as police officers have been increasingly trained to regard the public as a physical threat to them. Officers are thus less willing to place themselves at risk.
- In disadvantaged areas with diverse populations and a myriad of economic and social problems, officers feel that their prejudices are confirmed as they see many people ‘in extreme’ situations as the perpetrators, and victims, of crime and disorder
- A proposed solution is development of a strategy with the Divisional Commander and the MOPC (formerly MPA) to challenge the perceptions that young officers and supervisors have of Tottenham and to tackle ‘them and us’ attitudes displayed by local officers to local people.
- Accountability requires that those held accountable are willing, and able to answer legitimate criticism in a timely and effective manner and have sufficient devolved authority to make decisions.
- Police Schools Involvement programmes are much reduced, and the effectiveness and targeting of this work should be reviewed.
- In relation to Stop and Search, there is confusion over definition and terminology, and there are many instances of interactions, such as Stop and Account and other search powers, which the public regard as “Stop and Search”. Many of these powers have great value in crime investigation and crime prevention. The key to public acceptance is that it always be conducted fairly, courteously and rigidly within the confines of the law insofar as it relates to reasonable suspicion. There is an urgent need for closer, and more effective, senior supervision of police officers using this tactic, and possibly consideration of a change in legislation to introduce the concept of ‘probable cause’ to replace ‘reasonable suspicion’.

- In terms of the make up of the service in Tottenham, it should be fair, have equal outcomes in terms of ethnicity, and be transparent and accountable.

**Enid Ledgister, Director, Haringey Community & Police Consultative Group**

- Tensions between Tottenham residents and police could be improved through the proper use of the Community & Police Consultative Group. It is vital that this communication mechanism is maintained and allowed to operate ensuring appropriate input from residents and the business communities in Tottenham.
- The public could also be encouraged to attend SNTs and Ward Council meetings where they would be given the opportunity to raise concerning issues.
- The public, particularly in Tottenham, have no confidence in the police’s ability to investigate their own, in particular among young people who offend and are known to the police.
- The Mayor’s Office for Policing and Crime could also show what steps they can take/are taking to hold police to account.
- LB Haringey could provide a page in Haringey People to be filled by Haringey MPS and HCPCG equally, enabling the CPEG to develop public awareness of important policing matters and give an opportunity for important community feedback. This could also be used to enable the community to play a role in establishing the Policing agenda and priorities for the borough.
- To improve engagement through schools there should be a review of the relationship the police have with the wider community. Young people and their families often have had negative experiences of the police. There is clearly a difficult task in trying to balance a friendly approach with the fact that the police have a significant enforcement role to play. Ongoing reviews of how the police are performing as seen through the views and experiences of young people are paramount.
- Communities want the police to tackle the issue of people carrying dangerous weapons like guns and knives. Statistics show that Stop and Search is often misused by the police and is ineffective in enabling those carrying weapons to be caught. Consequently, Stop and Search exacerbates existing tensions.
- Public meetings to discuss Stop and Search should be convened so that communities could better understand the process and their rights.
- The make up of the police force is not representative of the community. This means that communities do not have confidence in the police and do not aspire to join the police. Career routes into the police should be strengthened to encourage local people to join the force.

**Section 4 Responses to the call for evidence**

**Submission by an individual, 1:**

- We were generally shocked. I am delighted to hear that

a new post office has been put in place. The reputational damage is there and will be hard to change.

- Get people to look after their property fronts better. Get CCTV installed at the areas where people traditionally dump their rubbish. Put more Police/Community Watch out there and challenge group gatherings in front of corner shops or street corners generally challenge any movements in regards to fixing and cleaning cars on the street. Monitor traffic at the pawn shops. Sort out the Carbuncle Passage and any other little alley ways like that.
- CCTV in general - I know that Stoke Newington's Church Street is monitored throughout.

#### Submission by an individual, 2:

- I and my family have been living in Tottenham for the last 30+ years. The events that unravelled during the summer of last year made my family and I feel sad and disappointed.
- The effects of the riots can still be seen due to the vacant areas where buildings used to be. However, psychologically mistrust and suspicion remain over the root cause of the problem, the death of Mark Duggan, as there are still many unanswered questions.
- Tottenham still is a vibrant and diverse community, but to make it a better place to live, work and visit, there need to be steps taken to improve relations between the police and the community especially with the youth. There need to be some better strategies to improve police and community liaisons. Maybe it would be a good idea to try to have a positive impact by starting with younger children of primary school age and have the police come into schools to talk with them to help to instil positive values from an early age. Other organisations and local community initiatives can also feed into this, as well as hands on projects to encourage a sense of community pride and cohesion.

#### Submission by an individual, 3:

- It leaves a wound on the community, both physical and psychological. There is less need to visit the High Road for shops. It leaves us with giving explanations to those who live outside. Around West Green and Downhills Park the community appears different on the surface, almost middle class, though scrape a little and there are signs of youths forming 'groups' which in some circumstances could grow.
- The effects are people are scared to go out after dark or at least taking precautions.
- There needs to be more reason to do business in Tottenham. Giving incentives for community regeneration and retailing to develop is crucial. Why are the Council offices on the corner of lordship lane still closed? The opening would have sent a powerful message.
- Positive engagement of all youth is needed with positive relationships and activity being formed. Forming groups, wanting to be there 'where the action is' is partly a youth urge but it is also a substitute for a lack of fathers in their life plus a lack of opportunity which is meaningful. Education that works needs to be developed.
- Police community relations need to be repaired. Liaison groups with them also need to be accountable.

#### Submission by an individual, 4:

- The policing of our neighborhood is the issue: the riots were caused by the police shooting dead a family man.
- There should be a public inquiry to hold officers responsible publicly accountable

#### Submission by an individual, 5:

- The riots affected not only Tottenham but Wood Green too, in particular Noel Park, which the High Road is in the middle of.
- Noel Park is a designated 'deprived' area: all deprived areas in Haringey need attention paid to them, not just Tottenham, or differential treatment could lead to resentment and exacerbate the 'postcode war' among the youth of the borough.

#### Submission by an individual, 6:

- The shooting of Mark Duggan raised tensions particularly when the family and others went to Tottenham Police Station. The police should have shown the family respect, spoken to them and tried to calm the situation. Many police were on duty at Spurs but a short time later disappeared. This could have been avoided if the police had acted differently, e.g. more on duty, police cordons.
- My heart goes out to those that lost their homes and businesses by a small number of individuals. I feel angry Tottenham's name has been blighted again by riots. Many hard working decent people live in Tottenham and they do not deserve this. Some people will never rebuild their trust in the Tottenham community and leave the area for good.
- That night left many people frightened for their future, the police could not protect people and property. Some people that grew up in Tottenham during the 80s and 90s still not trusting the police because of their experiences during that time.
- After the riots lots of people in the community came together to support each other, for example the Tottenham Community Choir benefit.
- The riots and looting in the rest of the country were a result of police pressure in Tottenham and opportunities to loot. Many people came into Tottenham from outside the area to loot and riot.

**Section 5** List of directly related reports considered as evidence by the Panel

James, A, Stuffsins, C., Wilding, K. (Oct 2011) *After the Riots: Evidence from the Voluntary and Community Sector on the causes of the 2011 riots and next steps for policy and practice*, NCVO Policy, Research and Foresight  
Available at <http://www.ncvo-vol.org.uk/policy>

Morrell, G., Scott, S., McNeish, D., Webster, S. (Nov 2011) *The August Riots in England: Understanding the involvement in young people*, National Centre for Social Research for the Cabinet Office  
Available at <http://www.natcen.ac.uk/study/the-august-riots-in-england->

HMIC (2011) *The Rules of Engagement: A review of the August 2011 disorders*  
Available at <http://www.hmic.gov.uk/publication/rules-engagement-review-august/>

Metropolitan Police Service (Oct 2011) *Operation Kirkin Strategic Review, Interim Report*  
Available at [http://content.met.police.uk/News/August-Disorder--Police-Interim-Report/1400005002176/1257246745756?scope\\_id=1257246764237](http://content.met.police.uk/News/August-Disorder--Police-Interim-Report/1400005002176/1257246745756?scope_id=1257246764237)

Riots Communities and Victims Panel (2011) *5 days in August: an interim report on the 2011 English Riots*  
Available at <http://riotspanel.independent.gov.uk>



## Shqip

Një grup i udhëheqësve të komunitetit në Tottenham janë takuar për të parë mënyrat se si të ecë Tottenhami para pas trazirave të ndodhura. Ky dokument sqaron rekomandimet e grupit. Nëse e doni këtë të përkthyer në gjuhën tuaj, ju lutem shënjoni ✓ kutinë dhe dërgojeni tek adresa e mëposhtme me postim falas.

## Polski

Liderzy lokalnej społeczności w Tottenham przygotowali wspólnie plan odnowy dzielnicy po ubiegłorocznych zamieszkach. Niniejsza publikacja objaśnia przedłożone przez nich zalecenia. Aby uzyskać tekst publikacji w języku polskim należy zaznaczyć odpowiednią rubrykę i odesłać dokument bezpłatnie na podany poniżej adres.

## Français

Un groupe de dirigeants de la communauté de Tottenham s'est réuni pour examiner les démarches de Tottenham suivant les émeutes. Ce document explique les recommandations du groupe. Si vous souhaitez le faire traduire dans votre langue, veuillez cocher la case et le renvoyer à l'adresse en port payé ci-dessous.

## Soomaali

Koox ka tirsan hoggaamiyeyaasha beesha ee Tottenham ayaa isu yimi si ay u eegaan siyaabaha Tottenham uga gudbi karto wixii ka soo gaadhay shaqaaqooyinkii dhacay. Warqaddani waxay sharraxaad ka bixinaysaa ra'yigii ay kooxdu soo jeedisay. Haddii aad rabto in taas laguugu tarjumo luqaddaada, fadlan calaamadi sanduuqa oo ku soo celi cinwaanka boostiisu lacag la'aanta yahay ee hoose.

## Kurdî Kurmancî

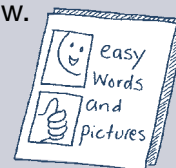
Komeke serokên civakên li Tottenham civiyane ku lê binêrin ka Tottenham kane bi çi awayanserhildanan li dû xwe bihêle. Ev dokument temîyên komê îzeh dike, Heke hun kopîyeke wê ya bi zimanê xwe dixwazin, ji kerema xwe qutîkê nîşan bikin û ji navnîşana jêrîn a posta bêpere re bişînin.

## Türkçe

Tottenham'daki toplulukların liderleri yaşanan kargaşa sonrasında Tottenham'ın hangi yöntemlerle ilerleyebileceği konusunu ele almak amacıyla bir grup oluşturdu. Bu belgede grubun önerileri yer almaktadır. Eğer belgenin Türkçesini elde etmek isterseniz lütfen kutucuğu işaretleyin ve aşağıdaki ücretsiz posta adresine gönderin.

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After the Riots: **Taking Tottenham Forward**

