

Apply to the levelling up fund round 2

Submission details

Submission reference	LUF20659
Created time	Wed, 10 Aug 2022 09:29
Signed-in user	affa9a4f-a266-4bb2-94ca-15c2d353d72a

What is the legal name of the lead applicant organisation?

London Borough of Haringey

Where is your bid being delivered?

England

Select your local authority

Haringey

Enter the name of your bid

Selby Centre Urban Village - Phase 1

Does your bid contain any projects previously submitted in round 1? No

Bid manager contact details

Full name	David Lee
Position	Head of Programme Management
Telephone number	07447990497
Email address	david.lee@haringey.gov.uk
Postal address	225 High Road Wood Green London N22 8HQ

Senior Responsible Officer contact details

Full name	Peter O'Brien
Position	Assistant Director - Regeneration & Economic Development
Telephone number	07899 737 864
Email address	peter.obrien@haringey.gov.uk

Chief Finance Officer contact details

Full name	Jon Warlow
Telephone number	020 8489 2686
Email address	jon.warlow@haringey.gov.uk

Local Authority Leader contact details

Full name	CLlr Peray Ahmet
Position	Leader of Haringey Council
Telephone number	07812 677 735
Email address	peray.ahmet@haringey.gov.uk

Enter the name of any consultancy companies involved in the preparation of the bid

Inner Circle Consulting

Enter the total grant requested from the Levelling Up Fund

£20000000

Investment themes

Regeneration and town centre	0%
Cultural	100%
Transport	0%

Which bid allowance are you using?

Full constituency allowance

How many component projects are there in your bid?

1

Are you submitting a joint bid?

No

Are you submitting a large cultural bid?

No

Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

Costings and Planning Workbook

SELBY - LUF_Single_Project_Costings_and_Planning_Wkbook_v3.xlsx

Provide bid name

Selby Urban Village - Phase 1

Provide a short description of your bid

The Selby Urban Village project will see a new neighbourhood arise in North Tottenham with a new community and leisure hub at its heart. It will see the wholesale rebuilding of the Selby Community Centre (a sprawling 1970s secondary school building complex in very poor repair) into a welcoming, sustainable home for local businesses, charities, services and training providers, the reclaiming of the Bull Lane Playing Fields as a major sports and leisure destination, and an inclusive new community park that will bolster health and wellbeing. Together, these interventions will transform the site into the beating heart of the adjacent Tottenham and Edmonton communities, levelling up the area for present and future residents.

Provide a more detailed overview of your bid proposal

The Selby Urban Village Project (“the Scheme”) is an innovative collaboration between the Council and the Selby Trust, a key community organisation in North Tottenham. The Scheme seeks to deliver a new and inclusive neighbourhood to provide much needed homes for local people, open and play space and new high-quality sporting and community facilities. The new neighbourhood will support a strong, connected community, promote safety and maximise opportunities for recreation, enterprise, education, skills and wellbeing to ensure that Tottenham residents live happy, healthy and fulfilled lives.

Over two phases, the Scheme will comprehensively transform the underutilised Bull Lane Playing Field and the run-down and inefficient Selby Centre complex into the beating heart of the area, attracting Tottenham residents and those from the surrounding areas, by providing a joined-up suite of services that help to unlock the talent in this proudly diverse London district.

Levelling Up funding is sought for Phase 1 of the Scheme, which seeks to deliver:

New community centre

Construction of a high-quality, sustainable community centre purpose-built to support the activities of the 60+ community enterprises, projects and training providers that provide services at the existing centre and to facilitate the growth, development and integration of these services.

The new building will create a landmark and fully accessible base for users in the new park and provide 4,820 sqm (GIA) of space, including:

- A welcoming atrium for the Selby Centre, featuring a reception, divisible space for activities and an area for partner outreach desks.
- A new community café on the ground floor acting as the core of the building, run by an experienced community operator to provide healthy and varied food and drink.
- 1200 sqm of multi-purpose office space illustratively split across 39 private, 173 semi-private and 16 co-working spaces for a range of local businesses, charities and services.
- Flexible meeting space for businesses, entrepreneurs, and the community.
- There will be 16 classroom and meeting rooms shared across training, teaching, and business functions, and 3 counselling rooms to accommodate 1:1 support and legal advice.
- Community halls for community events to promote social cohesion.
- A soft play area and creche servicing users of the Selby Centre enabling parents to access personal development opportunities on site.
- Health and care spaces.
- A boxing club for young people from the area offering positive activities for young people in the area.
- The provision of a Credit Union on site, to support low-income residents in accessing responsible and affordable finance.

Sports and leisure hub

A revitalised new sports and leisure hub on the disused sports field, providing a range of much needed sporting facilities, aimed at maximising involvement in sport and exercise. The new facilities include:

- A new 4 court sports hall with studio and changing rooms for outdoor sports (replacing and enhancing the existing sports hall run by the Selby Trust)
- A new floodlit full-sized artificial grass pitch for football and rugby
- 2 junior grass football pitches
- An artificial non-turf cricket pitch/wicket (NTP) and cricket nets
- An outdoor Gym
- A floodlit multi-use games area (MUGA)

Community Park

An inclusive new community park aimed at promoting health and wellbeing, which will include:

- A range of spaces, including quiet areas and community-growing areas

- A new adventure playground ensuring there is something for everyone.
- A range of planting and water features including permeable surfaces/SUDS, swales and reed beds to promote conservation and encourage a range of wildlife
- Communal planting and food growing areas
- New paths and provision for active travel/connectivity through the new park
- An area of nature conservation
- A communal garden
- Parking, for those with accessibility needs

New access and connections

A connected and accessible neighbourhood, through:

- The creation of cycle lanes and footpaths on the north-east and south-west sides of the site
- Wayfinding features to allow clear movement around the site
- Creating a car park to allow users to come from further afield

The completion of Phase 1 in 2025 will free up the site of the existing Selby Centre, which will unlock Phase 2, a development of 215 much-needed new homes (including affordable homes for local people, a considerable proportion of which are larger family homes to meet the need of our residents), further improvements to sports fields and the creation of wider strategic links to connect the site with the surrounding area.

Provide a short description of the area where the investment will take place

The Selby Urban Village development area is 6.69 hectares and includes two key sites- the Selby Centre Site and the Bull Lane Playing Field site.

The Selby Centre site is approximately 1.97 hectares and is an old school site, located in the White Hart Lane ward of North Tottenham. The school was closed over 30 years ago, and the 6 remaining buildings are located at the north end of Selby Road, a residential street characterised by mid-size estate buildings and two-storey post-war terrace houses, just off the west-east White Hart Lane.

The Selby centre contains a variety of community facilities, sports facilities and rooms let by small local businesses and charities.

At present these include:

- 27 Classrooms rented by the different licensees
- 13 Computer rooms rented by the different licensees.
- 51 Offices rented by the different licensees
- 3 Meeting rooms for hire (external and internal)
- 1 Community event hall/event space with kitchen
- 1 Catering kitchen
- 1 Community Café
- 1 Soft Play and Children's Party Area with kitchen
- 1 Sports hall
- 1 Boxing gym with a permanent ring

Bull Lane Playing Fields site is located immediately north of the Selby site and was previously the playing field for the school located on the Selby site. The site is approximately 4 hectares in area and is designated as 'Local Open Space'.

Following the closure of the school the site was used for football and cricket however, this usage declined significantly when the pavilion was demolished around 15 years ago. Currently, the main regular positive use is dog walking by residents. The space is prone to fly-tipping and other abuse.

The entire site straddles the border between Tottenham in Haringey and Upper Edmonton in Enfield. The Selby Centre is next to Devonshire Hill Primary School. It is a 15-minute walk to White Hart Lane station, Tottenham High Road and the new Tottenham Hotspur Stadium to the east. Tottenham

Cemetery, at the historical heart of the neighbourhood, is a 5-minute walk south.

Optional Map Upload

Does your bid include any transport projects?

No

Provide location information

Location 1

Enter location postcode N18 1SX

Enter location grid reference TQ 33130 91645

Percentage of bid invested at the location 100%

Optional GIS file upload for the location

Select the constituencies covered in the bid

Constituency 1

Constituency name Tottenham

Estimate the percentage of the bid invested in this constituency 100%

Select the local authorities covered in the bid

Local Authority 1

Local authority name Haringey

Estimate the percentage of the bid invested in this local authority 100%

Sub-categories that are relevant to your investment

Select one or more cultural sub-categories that are relevant to your investment Sports and athletics facilities
Other Cultural

Describe other cultural sub-category Community Centre

Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

Not Applicable

Provide VAT number if applicable to your organisation

GB 220754391

Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

We feel that this bid enables not only strengthening of community relations but also improvement in health and social deprivation whilst providing positive impacts to protected groups; as detailed below.

Core Objectives of the Selby Urban Village Project

Objective 1: Promoting Health and Wellbeing

Haringey suffers from striking health inequalities. Women on average live the last 23 years of their life in poor health and men the last 20, as compared to 19 and 16 in England as a whole. Life expectancy in the White Hart Lane ward is below borough averages: 81.9 (Haringey: 84.6) and 76.6 (Haringey: 79.9). 46.4% of Year 6 pupils in the White Hart Lane ward are, additionally, classed as overweight or obese.

There is clear evidence that poor health is a barrier to employment. Residents of North Tottenham are more likely than people living in London to have mental health illnesses, lower reported life satisfaction and wellbeing, and higher STI rates and late HIV diagnoses.

According to the Department of Health and Social Care and Sport England, being active has significant benefits to people's physical and mental health and wellbeing. As such, providing access to high-quality sports facilities is essential to reducing the health disparities we see in Haringey and providing residents with longer, healthier, and happier lives. The Sports Active partners also have first-hand experience in providing services to 60%-70% of groups and individuals from BAME backgrounds.

In addition to these numerous health benefits, sports facilities represent a major community resource which allow residents to mix in positive recreational spaces. Providing these spaces helps should facilitate good relations between the different elements of the Tottenham community and encourage integration as residents spend time together using these shared resources.

Objective 2: Tackling Poverty and Child Poverty

Tottenham faces high levels of poverty, with the LSOA areas 006B and 006A, which include the Selby Centre and surrounding area, respectively ranked in the 20% and 10% most deprived neighbourhoods in England, according to the 2019 IMD. Both 006A and 006B are also ranked in the top 10% for income deprivation affecting young people, which negatively impacts their ability to learn and access opportunities.

The 2012/2013 GLA Household Income for Small Areas survey similarly shows the median household income in White Hart Lane is significantly lower than the Haringey average of £37,696 or the London average of £39,100. As of October 2020, 65% of households suffered from food poverty. 18.3% of Haringey households (approx. 19,800) live in Fuel Poverty, the 4th highest in London and above the London average (15.2%). Fuel poverty is concentrated in Central and East areas, notably White Hart Lane and Bruce Grove. Of all

London boroughs, Haringey has the fourth-largest proportion that are earning below the London Living wage (26.1%).

Work to tackle poverty and child poverty are essential to reducing disparities between Tottenham and the rest of the country, in addition to improving the lives of our most vulnerable residents. This should also open new opportunities to people in the area to pursue educational and employment opportunities, helping develop and uplift their community and providing a wealth of other social outcome improvements.

Moreover, the improved facilities offer the opportunity for 'bottom-up' service provision which involves the community in tackling the complex issues surrounding poverty and deprivation. This project will empower residents with the resources and encouragement to act in and with their communities, leading to greater local community cohesion and feeling of belonging to the local neighbourhood.

Providing increased opportunities for residents currently in poverty, and particularly children and young people, should additionally allow people from more diverse backgrounds and experiences to enter areas of education and employment that may previously have been closed to them. This offers opportunities for greater social integration within key spaces such as colleges, universities, and workplaces.

Objective 3: Reducing Crime and Anti-Social Behaviour

Haringey has a rate of crime 18% above the London rate and is one of the top ten boroughs for serious youth violence in England – an issue that particularly affects Tottenham. Violence is an issue that disproportionately impacts some groups more than others. GLA evidence demonstrates males are more likely to be offenders and victims of serious youth violence; 86% of offenders are male. Offenders and victims are more likely to be black and from poorer families and deprived areas.

The greater employment outcomes and the improved public realm offered by the project – including improved passive and active surveillance and lighting – should reduce the likelihood of crimes such as robbery and anti-social behaviour. Evidence from the Youth Endowment Fund also suggests sports programmes have a positive impact on reducing violent crime.

Furthermore, evidence from the Behavioural Insights Team demonstrates that while income deprivation is the strongest predictor of neighbourhood vulnerability to violence, high levels of community cohesion and social trust are protective factors. As such, the new Selby Centre and Bull Playing Fields will provide the social and sports infrastructure to catalyse community activity and social enterprise to reduce youth violence.

Objective 4: Providing Employment Opportunities

7.1% of working age residents in Haringey are claiming out-of-work benefits, significantly higher than London (4.9%) and Great Britain (3.8%) (June 2022). Unemployment is concentrated in Tottenham. The constituency has a rate of 8.6% claiming unemployment benefit (HoC, 2022), the highest rate in London and the ninth highest in the UK.

Unemployment is an equalities issue. Disabled people, older people and men are less likely to be in work in Haringey. Ethnic minority residents are concentrated in the wards with higher levels of unemployment. By providing increased opportunities for both direct employment and the development of marketable skills, the Selby Urban Village Project will help to address employment and economic inequalities by improving employment prospects in North Tottenham.

In addition to their economic contribution, workplaces are often also social hubs. Providing a greater range of opportunities for employment and the skills development can improve the entry of people with protected characteristics into the workforce, allowing greater social integration and encouraging good relations.

Objective 5: Providing community space

Per the Green Space Information (2014), many parts of North Tottenham (such as Northumberland Park) have insufficient access to open and green spaces. Given the demonstrated health, wellbeing, and quality of life benefits of accessing green space, this represents a major geographic inequality in the area.

By revitalising the currently under-utilised Bull Lane playing fields and offering access to new and improved green spaces, the Selby Urban Village project can help redress this disparity in access to green and open spaces. Providing spaces for the local community to mix and engage together in community building and recreation should, additionally, help promote good relations between different sections of the local community.

The more collaborative spaces in the new community centre will also encourage greater collaboration between different community groups and charities serving the diverse needs of the Tottenham community, further promoting good relations in addition to more linked-up service provision.

Benefits to Protected Groups

The improved community spaces and resources for groups to network, develop, and empower themselves as the potential to positively impact all groups with protected characteristics and to promote better relations between different groups. In addition to this shared benefit, we have analysed the potential positive impacts on each specific group with a protected characteristic:

Age

North Tottenham Wards have a younger average population than the borough and London average (ONS Census, 2011). It has disproportionately high rates of childhood poverty and obesity and of youth violence. Currently, 70% of the total participants in the Selby Amateur Boxing Club are between 5 and 25 years old.

There are expected positive impacts for young people through increased access to sports facilities, including improved health outcomes and reduced rates of obesity.

The project is also expected to deliver reductions in local child poverty and improved opportunities for younger residents to develop their skills, enter employment, engage in volunteering, and work with their local community. These opportunities are expected to help reduce the number of vulnerable young people drawn into crime and thus reduce the rates of youth violence.

The improved community space and sports facilities should also benefit older people, continuing to host over 50's groups on site including aerobics and walking football. The meeting and performance spaces on site will also help further existing intergenerational projects, helping residents connect across generations and providing older residents with mental stimulation and decreasing the risks of isolation and loneliness.

Disability

North Tottenham has high rates of 'poor health' and relatively lower life expectancy (ONS Census, 2011) and relatively high levels of mental illness (Mosaic, 2015). It also has a higher proportion of residents with disabilities/impairments that impact on their ability to do day-to-day tasks than the borough/London average and is above the national average for 16–64-year-olds (ONS Census, 2011).

We expect to see positive impacts on residents physical and mental health through access to improved sports facilities and green spaces, both of which are known to be beneficial. New pedestrian entrances to the site and a more accessible and welcoming community centre should also provide greater access to services to disabled residents. The increased quantity and quality of community service provision from the improved premises also has the potential to lead to more support and better outcomes for disabled residents.

Gender reassignment

There is currently no robust data at Borough or Ward level on our trans population, however based on national estimates we could extrapolate that there approximately 800-2000 Haringey residents are Trans.

Pregnancy/maternity

There is a high proportion of lone parents, typically single mothers, in North Tottenham - above the borough and London averages (ONS Census, 2011). Increased access to community services and sports facilities for younger people should particularly benefit lone parents, who are over-represented in North Tottenham.

Race

North Tottenham has a high degree of ethnic diversity (ONS Census, 2011), with particularly large Black, Eastern European, and Turkish communities. Currently, 80% of the Selby Amateur Boxing Club are from BAME communities over 25 carers with BAME clients are trained each week at the Centre.

Due to the diverse ethnic makeup of North Tottenham and Enfield and current Selby service users, it is expected that large numbers of residents from BAME backgrounds will benefit from the improvements to the site. These benefits include greater access to sports facilities, green spaces, and community services, new opportunities for employment and skills development, and the resources needed for community development and empowerment.

Religion/faith

Per the 2011 census, Haringey residents are:

- Christian: 45%
- Buddhist: 1.1%
- Hindu: 1.9%
- Jewish: 3%
- Muslim: 14.2%
- No religion: 25.2%
- Other religion: 0.5%
- Religion not stated: 8.9%
- Sikh: 0.3%

The Selby Trust hosts faith groups from many different religions, and the newly designed community centre should help improve their operations and encourage these groups to work together, presenting a unique opportunity for greater integration between residents of different faiths and improved community cohesion.

Sex

Haringey is 50.5% female and 49.5% male (ONS Census, 2011).

The Selby Trust currently hosts care and support functions for vulnerable women living in the community. The improved facilities will allow Selby to expand this service and offer better quality of support to female victims of domestic abuse.

Sexual orientation

3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013 (ONS Integrated Household Survey). In Haringey this would equate to 6,491 residents.

The improved community centre will be able to offer a wider range of services that are unfeasible at the current site, this includes STI and HIV testing facilities. LGBT+ people have historically been disproportionately affected by HIV, and so these groups may see benefit from improved access to testing.

Potential Negative Impacts and Mitigation

We have identified two potential negative impacts from the Selby Urban Village

Project.

The first is potential disruption to the continuity of services provided by organisations operating out of the existing Selby Centre. This will be mitigated by building the new community building for demolishing the existing Centre, disruption to on-site organisations should be minimised with no complete breaks in service provision expected. While there may be some temporary operational disruption for organisations during the move period, this is outweighed by the many positives provided by the improved facilities.

The second is a potential negative impact on residents in the immediate due to the construction and demolition processes, such as from noise or dust. This has been mitigated through extensive engagement with the local community, ensuring that their voices have been heard throughout the design process. Further engagement throughout the implementation is planned to ensure that the project continues to serve residents and any issues arising are minimised.

How we Intend to Monitor Equalities Based on Core Objectives

Promoting Health and Wellbeing:

- Sport Programme Participants: age, ethnicity, gender, disability, post code, eligibility for free school meals
- Number of participants in vaccination schemes
- Number of participants in STI testing
- Number of disability and mental health trainers and volunteers
- Skills developed for disabled service users

Tackling Poverty and Childhood Poverty:

- Number of service users, including children/families
- Estimated energy savings
- Volume of food distributed
- Number of financial inclusion participants

Reducing Crime and Anti-Social Behaviour:

- Number of participants in community safety programmes
- Number of youth organisations supported
- Number of Community Payback participants

Providing Employment Opportunities:

- Number of learners on training courses and their previous levels of qualifications
- Number of service users and volunteers for employment support programmes
- Number of full-time staff, part-time staff, and area-based FTE and their age, gender, and ethnicity

Providing Community space:

- Community Hall users per year and ethnicity of main hirers
- Range of activities offered on site and numbers of participants
- Number of organisations offering ESOL

Selby Equalities Statement

The Selby Trust's guiding motto is "Many Cultures One Community". Our activities and services at the centre involve regular engagement with a number of organisations, and it is recognised as a unique one-stop community hub that has easy accessibility and provides health and wellbeing services to vulnerable individuals and groups.

For the last 3 years, we have been shaping our fundraising and partnerships strategy around diversity and bringing different groups together through sport and community activities such as our global gardens and our volunteer powered food bank. The Selby Urban Village will continue this principle of bringing different groups together on site to meet, work, learn and play together.

Reducing Disparities

The Selby Centre attracts charities, social and community-led enterprises, sports clubs, faith-based groups, training providers and local entrepreneurs to help protected groups including ethnic minorities and refugees (including from

Somali, Turkish, Kurdish, Ghana, Russian and Eastern European communities), disabled people, and unemployed BAME women, to help them acquire new skills, build confidence, and grow via training and volunteering opportunities.

We have secured funding every year for the last 3 years from Sport England to ensure that affordability is not a barrier for different groups to access sport and our other health and wellbeing programme.

Strengthening integration

The progress we have made on promoting relations has enabled us to establish long-term partnerships with local, regional, and national level organisations. Our Selby Active governance structure brings BAME led sports clubs together as a cohesive whole to provide better services for the different groups in the area. This integration of different societal groups through sport has led in the Selby Trust becoming a strategic partner for Sport England to deliver diversity in participation.

Sources

- Indices of Deprivation, MHGLC 2019
- Census, ONS 2011
- Unemployment in Haringey, APS 2012-2020, available on the Nomis Labour Market Profile for Haringey, ONS
- GLA Household Income for Small Areas Survey, 2012/13
- Fuel Poverty by LSOA, Department for Business, Energy and Industrial Strategy
- Median hourly pay, ONS Annual Survey of Hours and Earnings 2012-2020, ONS
- Percentage of people earning below LLW on London Datastore 2005-2018, ONS
- DWP/MYE Claimant Count, 2019
- Green Space Information for Greater London, 2014
- MPS Rate of all crimes per 1,000 population, 2019
- State of the Borough Report, 2022
- EqIA for High Road West scheme
- Coronavirus Job Retention Scheme statistics: December 2020 (2021)
- Mosaic 2015 segmentation, (ESA Mental Health claimants/Depression)
- House of Commons Library, 2022
- Life expectancy at birth (Male and Female) 2017-19, Public Health Outcomes Framework
- Healthy life expectancy at birth (Male and Female) 2017-19, Public Health Outcomes Framework
- Inequality in life expectancy at birth LA (Male and Female) 2017-19, Public Health Outcomes Framework
- Londoners living in poverty, London's Poverty Profile, Trust for London
- Residents' least favourite things about living in Haringey, Haringey Residents Survey 2018, LB Haringey
- Incidence and Rate of Knife Crime with Injury, Gang Crime and Serious Youth Violence Dashboard, MPS
- Data provided by the Selby Trust

Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?

No

Does the support measure confer an economic advantage on one or more economic actors?

No

Provide further information supporting your answer

This bid does not confer an economic advantage on one or more economic actors.

Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?

No

Provide further information supporting your answer

Not applicable.

Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?

No

Provide further information supporting your answer

Not applicable.

Will you be disbursing the funds as a potential subsidy to third parties?

No

Has an MP given formal priority support for this bid?

Yes

Full name of MP

David Lammy

MP's constituency

Tottenham

Upload pro forma 6

LUF Round 2 Pro formas V6.1 Proforma 6.pdf

Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?

Selby Urban Village Consultation

The masterplan and designs for the Scheme have been developed by Karakusevic Carson Architects (KCA) through a co-design process with the Selby Trust, the Council and the community. From the outset, the Council wanted to champion a new way of working with third sector and so jointly cliented the development of the design proposals with the Selby Trust, jointly undertaking an extensive community engagement process, over the past two years across both Haringey and Enfield. The aims of the engagement and co-design process are set out below:

- Raising awareness of the Selby Urban Village project
- Ignite interest in the vision and encourage ideas from the community
- Promote benefits for all residents
- Prompt people to actively engage with the project

Appendix 2 provides a timeline for community engagement on Selby Urban Village.

In addition to the engagement undertaken for the project itself, Haringey's strategies for the area and the wider borough are also underpinned by

significant local engagement.

The development of the Borough Plan 2019-23 involved a survey with 1,900 local respondents; partner events bringing together over 100 local community organizations, businesses and public sector partners; a 1,600-person staff conference and a wide range of workshops and discussions. These found a widespread concern about the safety of young people, a belief that poverty and inequality needs be tackled, and that the Council needs to work to support local businesses and strengthen the local economy "from the ground up."

A Strategy for Tottenham High Road 2019-2029 saw an online newsletter sent to 37,900 email accounts and the distribution of 7,000 leaflets. Popular themes among respondents included "Addressing anti-social behaviour", "Building on the strengths of the area" and "Providing more activities for young people."

These aims were delivered through use of a range of outreach approaches and channels of communication to engage as many people as possible, and to deliver appropriate and meaningful co-design. Through a range of online, traditional media and face-to-face techniques, we hoped to capture as much feedback as possible, spread awareness about the project and engage the various, multiple stakeholders. The goal was to create in an inclusive engagement process that fed directly into design development.

Four rounds of public engagement were held to shape the design of the masterplan and proposals. These were supported by many meetings and co-design events with the local community groups, licensees and key stakeholders to maximise input into the designs. Materials were translated and interpreters have been used throughout.

Several themes arose from the consultation. For the Selby Centre, the main priorities that emerged were "affordability, accessibility, adaptability of the space and discrete servicing to the building." For the sports facilities, residents asked for a focus on safety in the park and voiced a concern that green space should be retained where possible. There was also a wish for public space, walking and cycling accessibility, and parking facilities.

These concerns were addressed in the architects' designs. In the third round of engagement, which took the form of a drop-in exhibition, 35% of respondents were "very positive", and a further 40% were "positive" about the proposed layout of the site. Over 80% agreed or strongly agreed with the principle of tying the new community centre to other local amenities.

Subject to cabinet approval later this year, a further 12-week engagement process will begin. The public will be given the opportunity to comment on the scheme and voice their support or any objections.

Local Ward Members across the two boroughs were invited to participate in community engagement events and the respected Cabinet Member was kept informed throughout the design development and are supportive of the proposals.

Appendix 2 provides a timeline for community engagement regarding the Selby Urban Village. In addition to the engagement undertaken for the project itself, Haringey's strategies for the area and the wider borough are also underpinned by significant local engagement.

The development of the Borough Plan 2019-23 involved a survey with 1,900 local respondents; partner events bringing together over 100 local community organizations, businesses and public sector partners; a 1,600-person staff conference and a wide range of workshops and discussions. These found a widespread concern about the safety of young people, a belief that poverty and inequality needs be tackled, and that the Council needs to work to support local businesses and strengthen the local economy "from the ground up."

A Strategy for Tottenham High Road 2019-2029 saw an online newsletter sent to 37,900 email accounts and the distribution of 7,000 leaflets. Popular themes among respondents included "Addressing anti-social behaviour", "Building on the strengths of the area" and "Providing more activities for young people."

Has your proposal faced any opposition?

Following the extensive engagement that has taken place to date, the project is fully supported by the community and key stakeholders. However, continued support is never a given. The project team has implemented a robust engagement strategy to ensure that the community can be taken on the journey and regularly updated on progress. A joint steering group between the Selby Trust and the Council means that the community is directly involved in the project. Further details of this arrangement can be found in the governance arrangements.

The risk of opposition could increase during planning and construction. Therefore, following Cabinet and planning approval later this year, KCA will launch a 12-week statutory consultation process.

The Council will ensure a construction partner continues to engage with the community throughout the build. This will be secured via contract through terms including the requirement to have a community liaison officer and be part of the considered construction programme.

Do you have statutory responsibility for the delivery of all aspects of the bid?

Yes

Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

Our vision is for Tottenham to be the next great area of London: an attractive place to live, work, study and visit, with communities fully benefitting from London's growth and its position in a world city. Tottenham has significant geographical, historical and cultural strength. It is well-connected, has attractive housing, outstanding schools and thriving local businesses. It hosts a world-famous Premier League club, whose new stadium is at the centre of a large regeneration area. It has an extraordinarily diverse population with a sense of pride and belonging.

Yet Tottenham faces numerous challenges. This is reflected in the Index of Multiple Deprivation (IMD). According to the 2019 IMD, Haringey 006B LSOA, which includes the Selby Centre, is ranked 5,577 out of 32,844 LSOAs in England, placing it amongst the 20% of most deprived neighbourhoods in the country. Haringey 006A, just to the Centre's west, is ranked 1,703 in England, placing it amongst the 10% most deprived.

Covid-19 has been particularly devastating to the area, which has yet to recover. Out of work claimant rates have increased by more than 70% since before the pandemic, and Haringey now has one of the highest numbers of unemployed residents claiming universal credit of all London boroughs. There are high numbers of vacancies in the economy and hiring is well above pre-pandemic levels. However, employers are struggling to find the people with the right skills to fill their vacancies. The level of non-participation in the labour market has also significantly increased, with many older workers and those with health issues withdrawing from the labour market since the pandemic, reducing the pool of those 'seeking work and ready to start work', and contributing to a skills mismatch between those seeking work and opportunities available. Many residents continue to face complex challenges and barriers to finding and sustaining good quality employment, despite the increasing number of vacancies and demand from employers.

There are specific local challenges and barriers which are holding back the economic growth of the White Hart Lane area and the ability of residents to benefit from the new opportunities being created by the new Tottenham Football Club Stadium and related regeneration.

Haringey suffers from striking health inequalities. Women on average live the last 23 years of their life in poor health and men the last 20, as compared to 19 and 16 in England as a whole. There is also an exercise problem: North Tottenham has a marked level of inactivity, between 27.8% and 35.7%. This has both direct impacts on health and resultant human, social and economic costs, including instilling barriers to employment.

There is a significant degree of childhood poverty in North Tottenham. Haringey 006A and 006B are both in the top 10% LSOAs in England for income deprivation affecting young people. One result of this is poor health: 46.4% of Year 6 pupils in the White Hart Lane ward are overweight or obese.

Poverty limits children's ability to learn and access opportunities. It has also helped to drive youth violence, which remains a major issue in the area. The Council's Young People at Risk Strategy, in place since 2019, has driven improvements, but knife crime and teenage homicides remain at high levels. The provision of sports programmes, which rely on sufficient community facilities, has been evidenced to protect young people from crime and violence.

More broadly, evidence suggests that, although income deprivation is the strongest predictor of neighbourhood vulnerability to violence, strong levels of community cohesion and social trust can act as protective factors. Recent mapping of 'civic strength' has revealed White Hart Lane ward, and the wider North Tottenham area, as having a deficit of public and social infrastructure. As an improved and expanded hub for community groups and services, the Selby Centre will act as a foundation for collective efforts to reduce youth violence.

The Selby Centre and Bull Lane Playing Field sites have the potential to provide this infrastructure. But the former is currently isolated and impermeable, with an unclear access route through residential and industrial roads. The latter is unkept and underutilised, and is perceived locally to be unsafe. Improved walking and cycling infrastructure would allow clear and safe access to Selby Centre's facilities from a wider catchment area.

See the economic case for further statistical evidence of these challenges.

Explain why Government investment is needed (what is the market failure)

Tottenham was once a byword for urban deprivation and division. Yet recent years have seen it make considerable progress. The Northumberland Development Project (NDP), centred around the new Tottenham Hotspur Stadium, has brought housing, infrastructure, and jobs into the area. The area has seen a suite of targeted interventions to enhance the public realm, improve the town centre offer, diversify the housing mix and define a strong identity for Tottenham, including through Government funding via the Future High Streets Fund and Heritage Action Zones. These initiatives boosted the area's profile and confirmed its potential to become one of London's great neighbourhoods.

Covid-19 has brought new challenges. The area has a substantial proportion of jobs in retail and hospitality, sectors that were particularly heavily affected by lockdowns and the consequent economic shocks. According to the Resolution Foundation, the pandemic saw Haringey register one of the biggest falls in numbers of employee jobs and one of the largest rises in universal credit claimants, which still remain stubbornly high. The increasing cost-of-living threatens those community members already affected by two years of income disruption.

Without further intervention, this suggests that the poorest and most socially excluded residents are unlikely to fully benefit from the new opportunities being created by the regeneration on their doorstep.

The Selby Centre runs on a model of community development. This is a process in which community members come together to take collective action and generate solutions to common problems. It supports the community to use their own assets to improve community life while reducing the need for

continuous intervention from the council.

The Selby Centre and Bull Lane Playing Fields are major community resources with immense potential to host, develop and grow community-led action to directly tackle the issues preventing residents from accessing social and economic opportunities and improving their life chances. The work of the Selby Trust to date demonstrates the potential. Through a community development approach, it has galvanised local talent, nurtured community enterprise and hosted vital services for the local community, from food banks to a boxing club. In total, over 200,000 visitors made use of the centre over the last year.

The existing site suffers, however, from severe deficiencies. The Selby Centre occupies a 1960s school complex that is inefficient and ill-fit for purpose. It is expensive to heat and will become significantly more so as the buildings deteriorate further and fuel costs rise. The buildings require a minimum £3m refurbishment to ensure a further 20 years of use and meet safety compliance. This cost represents a major risk to the centre's future.

The spaces inside are atomised, preventing interactions between users. Due to long winding corridors, there is a poor ratio between Net and Gross internal areas. A lack of flexibility in spaces that means organisations are underutilising the space available to them. Its location at the end of a cul-de-sac, with only one route of access, makes it difficult for new or would-be users to find.

The Bull Lane Playing Field is currently poorly utilised, as evidenced by the fact that only about 30 people use it daily. It is difficult to access, and its edges are neglected and have become littering hotspots. Unilluminated at night and cut off from the Selby Centre, it suffers from anti-social behaviour and poor perceptions of safety. Since the demolition of a pavilion, there is no access to changing or sanitary facilities.

Access to sporting facilities is limited in the east of Haringey. The borough has a high demand for them, particularly football pitches. New River Sport & Fitness, which was insourced by the council in 2021, has been successful with residents and is often oversubscribed. Bull Lane Playing Field represents an opportunity for Haringey to meet this demand using an asset that it already possesses.

Haringey is one of the top ten boroughs for serious youth violence in England and violence is particularly acute in North Tottenham in the after-school hours of 3pm-5pm. Young people have told us they want local, affordable sports activities that give them pride in their area and a sense of purpose. Evidence from the Youth Endowment Fund suggests sports programmes have a positive impact on reducing violent crime. Further, evidence from the Behavioural Insights Team shows that while income deprivation is the strongest predictor of neighbourhood vulnerability to violence, high levels of community cohesion and social trust are protective factors. The new Selby Centre and Bull Playing Fields will provide the social and sports infrastructure to catalyse community activity and social enterprise to reduce youth violence.

North Tottenham suffers from a paucity of parks. Haringey's major public parks are concentrated in the west and south of the borough. Tottenham Cemetery is nearby but does not function as a recreational park. This project offers a unique opportunity to provide residents with a major new quality green space.

Finally, the investment aims to unlock new housing to meet local housing needs. London Councils estimate that 800,000 new homes will be needed in the capital over the next decade, whilst recent annual completions have averaged less than 25,000 a year. In 2014, Haringey commissioned a Strategic Housing Market Assessment (SHMA), which identified a requirement for 20,173 new homes of all tenures, 11,757 (59%) of them affordable. This clearly demonstrates the current shortfall of housing in the borough.

The intervention proposed is failing to be met by the market. Its cross-borough location means that it is failing to directly obtain the needed developer contributions to bring forward the project without Central Government funding. LB Haringey is prepared to invest along with other public sector partners.

Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers

We propose investing £20m of LUF funding alongside match funding from the Council and others to deliver Phase 1 of the Selby Urban Village scheme as set out in the bid summary.

The project will level up the Selby Centre, Tottenham, and the wider community. It will build on the complementary investment that has been taking place in the wider area and provide a platform for residents to capitalise on the opportunities presented by the THFC stadium and neighbouring High Road West Scheme, as well as other private and public investments in Tottenham. Recognising that social capital and social infrastructure amplify the forces of economic agglomeration, the investment in the Selby Centre responds to a deficit in the area. It supports a key enabling ingredient for a cycle of positive economic change for Tottenham.

With large numbers of homes of various tenures coming forward, it is critical that we put in place the wider social, community and leisure infrastructure to make the whole neighbourhood level up and thrive. Developing social infrastructure delivers long-term benefits. According to research by Local Trust, a £1 million investment in social infrastructure in a left-behind area would be expected to deliver £2 million in economic and social benefits and £1.2 in fiscal benefits over ten years.

The Selby Centre enjoys a central location in the Tottenham area. It provides the coming-together spaces that can build up the community and individual capacity in multiple areas of residents' lives, including finding work, learning and training, getting active, securing advice and support. With this investment, the Selby has the potential to become the glue that binds together the surrounding communities. It sits on the border with the London Borough of Enfield but feels disconnected from Enfield residents. The plan to add two new pedestrian and cycle footpaths to access the area will increase connectivity between the Selby Centre, Bull Lane Playing Fields and the surrounding communities. An improved, more accessible Selby would allow a larger population to benefit from the Centre's services, and create greater permeability between adjoining neighbourhoods. Fully activated, it could help bring members of diverse communities together.

The Selby Centre presently houses staff from 34 organisations, the majority small, voluntary sector organisations which offer a range of recreational, work, coworking, play, teaching and training services. Yet there is no connection between them. A fit-for-purpose Selby Centre, with one main entrance and central space, would actively encourage interaction between different groups and services. It would bring communities and people together for education and leisure.

Appendix 3 details the current occupants of the Selby Centre.

It will allow the Centre to form a cluster of social enterprises. As Michael E. Porter writes in Harvard Business Review, "Today's economic map of the world is dominated by what I call clusters: critical masses—in one place—of unusual competitive success in particular fields". Clusters allow businesses and organisations to thrive through sharing tacit knowledge and skills. The benefits of these clusters can spill over to the people and groups surrounding them, further benefitting the area. Through this, the Selby Centre can become a centre of excellence for community innovation and development.

Appendix 4 shows a diagram of how today's Selby Centre doesn't aid collaborative outcomes.

Appendix 5 shows a diagram of how the new Selby Centre will allow for the expansion of services and improved collaborative outcomes, leading to increased capacity and better outcomes.

At present, the buildings lack the necessary physical attributes required to join up all uses' needs and facilitate interactions between users to achieve more collaborative outcomes. The new building will enhance this, while also making

the Selby Centre fit for purpose for delivering services that require privacy, such as domestic violence counselling and HIV testing. The new building would allow for safeguarding measures such as discreet entrances, lockable doors and windowless rooms to create private spaces for these activities.

Bull Lane Playing Fields is a major resource with significant potential, but it presently lies dormant. The new sports hall, football pitches, cricket facilities, MUGA, Adventure Playground, Outdoor Gym and a quality general recreational space will change this. The redevelopment will allow for more sport and physical activity in the area, giving new life to a valuable council-run asset and instilling a unique focal point for community life in the White Hart Lane ward and its neighbouring communities.

Transforming it into a welcoming, inclusive space will help tackle Tottenham's health inequality, child poverty and crime, by connecting residents to services, support, social and leisure opportunity. With more collaborative spaces for various users to meet and work together, collaborative outcomes can be achieved. It can also achieve other social outcomes, such as engaging youth in positive activity, increasing female empowerment and improving civic pride. According to the Department of Health and Social Care and Sport England, being active has numerous physical and mental health benefits. It helps reduce loneliness and social isolation, offers effective diversionary activities for young people vulnerable to risky behaviours, and enhances confidence, self-efficacy, transferable skills and employment opportunities. The scheme responds positively to Sport England's Uniting the Movement strategy, which aims to connect communities, create positive experiences for young people, connect health and wellbeing, and provide active environments.

The proposed investment will also unlock Phase 2 of the Scheme: a brownfield sited development of 215 new homes, including a sizeable proportion of affordable homes for local people, contributing to meeting housing needs.

Upload Option Assessment report (optional)

How will you deliver the outputs and confirm how results are likely to flow from the interventions?

See attached for the Theory of Change Model.

Theory of change upload (optional)

Theory of Change.pdf

Set out how other public and private funding will be leveraged as part of the intervention

The whole project will leverage multiple sources of public funding. For phase one, the Council has sought a commitment from the Football Foundation to provide a capital contribution of £2M for the sports facilities. However, this has yet to be secured via contract. The Council has entered dialogue with other partners, including Sports England and other sports bodies to secure alternative funding should the final contribution from Football Foundation reduce.

The remaining capital required for Phase 1 is forward funding by the Council. This is assumed to be a combination of a contribution from the Council and contributions from 3rd party funders. The Council will leverage the income derived from the lease of the Selby Centre to the Selby Trust for the remaining £4M of long-term prudential borrowing required. The Phase 2 residential development will cover the Council's forward financing.

Phase 2 will include a contribution from the GLA as part of their affordable homes programme to support the delivery of new affordable homes. Whilst the

final amount has yet to be confirmed through contract. In addition, phase 2 will also be supported by the sale of private residential units.

From the outset the GLA have been supportive of the scheme and attend the Joint Steering Group Meetings. Discussions with the GLA regarding the exact amount of Affordable Housing Grant is still being worked through.

Appendix 6 provides a table highlighting funding source, item and estimated amount of grant available.

Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up

The Tottenham Strategic Regeneration Framework (SRF), published March 2014, sets out a vision for Tottenham's future that was shaped by engagement with residents. It outlines seven key strategies that will be used to revitalise Tottenham and help its residents meet their own ambition.

One of the strategies, A strong and healthy community, aims to "build an even stronger community pride and provide better and more connected public, health, voluntary and youth services. Another calls for "great places to meet and spend time in".

These aims align with the Young People at Risk Strategy 2019-2023, which calls for "safe communities with positive things for young people to do, where there are strong role models and trust in institutions". Sports, arts and culture and voluntary sector organisations are all key partners in this.

They also accord with A Strategy for Tottenham High Road 2019-2029 which asks for "facilities for young people... including play, sports activities, youth space and employment and work experience... Where opportunities arise, successful youth, play and sports facilities should also be support where existing, or developed where opportunities arise".

The Selby Centre site is listed in the Local Plan and Site Allocations Document (SSAD) as a potential future development site, where development must ensure the future needs of the Selby Trust are met and that community facilities are replaced.

Haringey's Borough Plan 2019-23 includes several outcomes that Phase 1 of the Selby scheme will help to effect:

1. All children across the borough will be happy and healthy as they grow up
2. All adults can live healthy and fulfilling lives, with dignity, staying active and connected in their communities.
3. Strong communities where people look out for and care for one another.
4. A healthier, active and greener place.
5. Regeneration with social and economic renewal at its heart, focused on Tottenham and Wood Green.

'Active Together': A Physical Activity & Sport Strategy for Haringey 2019 – 2023, seeks to ensure that all of Haringey's residents have the encouragement, opportunity, and environment they need to lead active, healthy, and fulfilling lives. It lays out several priorities for creating a more active Borough, all of which would be improved by the Selby Centre enhancement. These include:

6. Active People: Motivating people to make physical activity a normal part of their life, encouraging engagement and activity from childhood across the life course, using physical activity in health and social care pathways to improve mental and physical health and wellbeing.
7. Active Place: Provide well-planned, accessible environments for physical activity ensure more people feel safe being active in public space, use sport as a diversity tool amongst people vulnerable to risky behaviours, and make activity more visible in community settings.
8. Active Economy: Use physical activity to enhance self-efficacy and skills development, creative active workspaces, and support Haringey's talent.

The bid also aligns with the Mayor of London's London Recovery Board, which calls for all young Londoners to have access to quality local youth activities, make it easy for all families to find healthy food and be active and ensure all Londoners have access to a community hub "ensuring they can volunteer, get support and build strong community networks."

Another strategy that aligns with the bid is the emerging Haringey's Parks and Green Spaces Strategy.

Explain how the bid aligns to and supports the UK Government policy objectives

Pillar 1 of Build Back Better: Our Plan for Growth (HM Treasury, 2021), Infrastructure, aims to connect people to opportunities. Selby Centre will create a more connected North Tottenham that improves residents' ability to move between retail, market, housing, and local services.

Aligning with UK Government's Net Zero Strategy, sustainability is a key priority for the Selby Trust. One of the key objectives of Selby Centre is to deliver green new spaces using sustainable materials, reuse and recycling and embodying principles of the circular economy.

Therefore, the Selby Centre is targeting BREEAM Very Good with an aspiration to achieve Excellent. As such, the design team have employed several strategies:

- Passive solar shading through projecting concrete slabs and fins to ensure rooms do not overheat.
- A fabric-first approach with a high fabric and glazing specification to minimise heat loss.
- Designing for Disassembly principles employed through the regular structural grid and prefabricated concrete structure.
- Natural ventilation across the whole building (except for the commercial kitchen and plant rooms)
- High thermal mass through exposed concrete floor slabs and shear walls.

The Selby Centre also actively seeks to turn into a "Green Hub" – a space that provides community gardens, food growing, recycling and a community energy lab. In a recent collaboration with Team London, Community Payback and several corporate social responsibility schemes, the Selby Trust recruited volunteers to help support a range of projects with a sustainability focus at the centre.

Bull Lane's community garden will allow for the provision of healthy food. The additional trees will contribute towards the government's target to plant 7,000 new hectares of woodland each year while providing a green oasis for local residents.

Gear Change: A bold vision for cycling and walking identifies a "once in a generation chance to accelerate active travel" in the wake of the Covid pandemic. The construction of new footpaths and cycle lanes connecting the Selby Urban Village site to the surrounding communities will seize on this chance. They also align with the government's Ten Point Plan for a Green Industrial Revolution.

Both the Selby Centre and the Bull Lane Playing Fields will provide significant opportunities for children to partake in physical activity. This aligns with the commitment of the government's Childhood obesity: a plan for action, which aims to see every child participate in an hour of sport or exercise a day.

Alignment and support for existing investments

Where applicable explain how the bid complements or

The Selby Urban Village Project is a critical component of the North Tottenham Placemaking programme. The programme aims to break down the barriers to

aligns to and supports existing and/or planned investments in the same locality

opportunities that have for too long, prevented some of our residents' and businesses being able to reach their full potential. Through a people focused, co-designed approach the programme aims to ensure that residents will lead healthier lifestyles and be able to meet their full potential by providing:

- new and improved homes that will meet the needs of the large residential community who call the area home, including new family-sized housing to overcome overcrowding and ensure young people to grow up in safe, welcoming neighbourhoods.
- new buildings, public realm and homes that will be of the highest design quality and celebrate the best of the area's built and diverse community heritage.
- A network of community, sport, leisure and culture infrastructure, which will provide opportunities for all ages, abilities and backgrounds to grow and develop in a safe and nurturing environment through the development and improvements to key assets; including the Selby Centre, Tottenham Sports Centre, Tottenham Hotspur Stadium and the High Road alongside the surrounding streets and green spaces connecting to the Lee Valley Regional Park.
- Opportunities to build on its existing assets to encourage and engage in music and arts, which converge on the emerging cultural quarter and showcase the many cultures, languages and backgrounds shared by the community.

The key developments which will help deliver the programme and complement the social infrastructure being delivered by the Selby Urban Village project are set out below:

- Tottenham Hotspur Football Club (THFC)- Significant private sector investment in and around the new stadium has transformed the area into an international destination, which will be further complimented by the hotel, leisure and new housing due to come forward as phase 3 of the scheme. The stadium is contributing significantly to the local economy, with over 1700 jobs created so far. Whilst the stadium is something to be proud of as a destination, and for elite sport, there is an opportunity to ensure that the local people have access to high-quality sports provision as part of a wider sports/health ecosystem through the delivery of the Selby Urban Village project.
- High Road West (HRW) – This Scheme, being delivered to the east of the stadium through a Development Agreement between the Council and Lendlease, will seek to build on the THFC investment and transform an existing 1960s housing estate and industrial land into a new residential neighbourhood and new local centre to help support the creation of a premier leisure destination. HRW will bring over 2600 high-quality, including 40% affordable (500 of which will be council-owned social rented homes), alongside new commercial and retail space and new community assets, including a new library and learning centre, a new civic square and a new public park. The physical development will be complemented by a £10 million socioeconomic programme, which will focus on creating better training and employment prospects, building community capacity, and supporting residents to live safer and healthier lives.
- White Hart Lane station and public realm improvements - The Council has worked closely with TfL to design and deliver a 21st Century station entrance at White Hart Lane that improves accessibility and provides a welcoming gateway to the transformed international leisure destination. Alongside the delivery of the new station, the Council secured and delivered £3.8 million of investment in public realm improvements for White Hart Lane and its junction with Tottenham High Road.
- Northumberland Park Community Placemaking Plan – This Plan is a new, people-led approach to working with residents to create a healthier, happier, safer, and more connected community across the Northumberland Park estate, including over 1300 homes to the west of the THFC stadium. The Plan sets out a process for working with the community to decide together what the future of Northumberland Park will be. Currently, priorities include new and improved homes, a network of healthy streets, and investment in employment

opportunities. Investment in design and socioeconomic outputs is partly funded by the Estate Regeneration Fund.

- Heritage improvements - The Townscape Heritage Initiative is a National Heritage Lottery Funded (NHLF) programme to restore historic buildings in North Tottenham. The scheme will preserve and enhance the unique character and appearance of the conservation area along Tottenham High Road by carrying out vital building, conservation repair works to improve the external fabric of key buildings and shop fronts. The project finished in August 2021, delivering £2.3 million in improvements to historic properties in the area.

Confirm which Levelling Up White Paper Missions your project contributes to

Select Levelling Up White Paper Missions (p.120-21)

Education
Skills
Health
Wellbeing
Pride in Place
Crime
Local Leadership

Write a short sentence to demonstrate how your bid contributes to the Mission(s)

Skills: The businesses and services inside the Selby Centre will provide both formal and tacit growth and exchange of skills.

Health: The Selby Urban Village project will offer residents more opportunities to be active, exercise and eat healthily, while containing vital services for those suffering from health issues.

Well-being: The greening improvements will bolster residents' sense of wellbeing.

Pride in place: The improvements will provide North Tottenham with a community and recreational heart that will allow residents to feel pride in their neighbourhood.

Crime: The activation and maintenance of the Bulls Lane Playing Field and the provision of youth services will lead to a reduction in the crime rate.

Local leadership: The Selby Centre is run by a local trust, with agency over its amenities and services.

Education: The Selby Centre runs training and educational programmes for the benefit of the local community.

Provide up to date evidence to demonstrate the scale and significance of local problems and issues

A State of the Borough report (June 2022) is appended (Appendix 20) that provides quantitative data on the issues and challenges within Haringey. The response to this question directly pulls from this source to demonstrate key problems and challenges that the intervention directly addresses.

Index of Multiple Deprivation

Tottenham faces numerous challenges. This is reflected in the Index of Multiple Deprivation (IMD). According to the 2019 IMD, Haringey 006B LSOA, which includes the Selby Centre, is ranked 5,577 out of 32,844 LSOAs in England, placing it amongst the 20% most deprived neighbourhoods in the country. Haringey 006A, just to the Centre's west, is ranked 1,703 in England, placing it amongst the 10% most deprived.

Appendix 8 provides a map of the index of multiple deprivation in Haringey.

Local Economy: Household Poverty

According to 2012/13 GLA Household Income for Small Areas survey, the median household income in White Hart Lane is £27,010 a year, significantly lower than the Haringey average of £37,696 or the London average of £39,100. 2020 figures showed 14% of Haringey households (approx. 15,400) lived in Fuel Poverty, the 5th highest rate in London.

Of all London boroughs, Haringey has the fourth-largest proportion of residents earning below the London Living wage (26.1%) and has seen less improvement in this than other boroughs.

Unemployment

The borough has high levels of unemployment. The claimant count rate in Jun 2022 placed Tottenham constituency at 8.6%. This compares to Haringey 7.1%; London 4.9%; England 3.8%. There are high numbers of job vacancies and hiring is well above pre-pandemic levels, however employers are struggling to find the people with the right skills to fill vacancies. Non-participation in the labour market has also significantly increased, with many older workers and those with health issues withdrawing from the labour market, reducing the pool of those 'seeking work and ready to start work', and contributing to a skills mismatch between those seeking work and opportunities available. Many residents continue to face complex challenges and barriers to finding and sustaining good quality employment, despite increasing vacancies and demand from employers.

Between March 2020 and June 2022, the boroughs of Newham, Brent and Haringey saw the largest absolute increases in the claimant count. They saw increases of 8,220 (101%), 6,810 (86%), and 5,880 (82%), respectively. The boroughs with the highest percentage point increases in the claimant rate were Newham (3.3pp), Haringey (3.2pp), and Brent (3.1pp).

The alternative claimant count which measures only the number of people claiming unemployment benefits (including UC, JSA, ESA) and is felt to show a more consistent unemployed claimant series shows for May 22 in Haringey (Appendix 9):

Health and Wellbeing

Haringey suffers from striking health inequalities. Women on average live the last 23 years of their life in poor health and men the last 20, as compared to 19 and 16 in England as a whole. Life expectancy in the White Hart Lane ward is below borough averages: 81.9 (Haringey: 84.6) and 76.6 (Haringey: 79.9). There is clear evidence that poor health is a barrier to employment. Residents of North Tottenham are more likely than people living in London to have mental health illnesses, lower reported life satisfaction and wellbeing, and higher STI rates and late HIV diagnoses.

Childhood Poverty

Poverty limits children's ability to learn and access opportunities. Haringey 006A and 006B are both in the top 10% LSOAs in England for income deprivation affecting young people. One result of this is poor health: 46.4% of Year 6 pupils in the White Hart Lane ward are overweight or obese. Haringey ranks 24th in London (out of 32 local authorities) for GCSE attainment (% pupils achieving strong 9-5 pass in English and Maths).

Crime

Between January 2018 and December 2019, White Hart Lane saw 222 crimes per 1,000 residents, significantly higher than London's 193 per 1,000 residents. Haringey has a rate of crime 18% above the London rate. Community organizations have a proven role in reducing crime rates. Significant youth violence has risen in the Borough with the Council implementing a Young People at Risk Strategy.

Appendix 10 provides a graph to demonstrate the above average youth crime in Haringey.

Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues

The State of the Borough Report (June 2022) provides a detailed breakdown of the sources which the data has been obtained from. The data underpinning the bid is drawn from a range of robust and up-to-date sources. Nearly all sources are taken from Government institutions to ensure independence and free from bias. A summary of the data used in the economic case can be found below:

Haringey at a glance
State of the Borough Report, LB Haringey 2022

Index of Multiple Deprivation
Index of Multiple Deprivation, MHCLG 2019

Household Poverty
Fuel Poverty by LSOA, Department for Business, Energy and Industrial Strategy
Median hourly pay, ONS Annual Survey of Hours and Earnings 2012-2020, ONS
Percentage of people earning below LLW on London Datastore 2005-2018, ONS

Unemployment
Unemployment in Haringey, APS 2012-2020, available on the Nomis Labour Market Profile for Haringey, ONS

Health and Wellbeing
Life expectancy at birth (Male and Female) 2017-19, Public Health Outcomes Framework
Healthy life expectancy at birth (Male and Female) 2017-19, Public Health Outcomes Framework
Inequality in life expectancy at birth LA (Male and Female) 2017-19, Public Health Outcomes Framework

Childhood Poverty
Londoners living in poverty, London's Poverty Profile, Trust for London

Crime
Residents' least favourite things about living in Haringey, Haringey Residents Survey 2018, LB Haringey
Incidence and Rate of Knife Crime with Injury, Gang Crime and Serious Youth Violence Dashboard, MPS
Incidence and Rate of Domestic Abuse with Injury, Hate crime or special crime dashboard, MPS
Hate Crime, Hate crime or special crime dashboard, MPS

Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions

Data selected for the analysis of need and modelled impact have been based, where possible, at the Lower Super Output Area level, particularly in relation to IMD and crime.

Wherever possible, data has been used which applies to the borough of Haringey:

- ONS information from UK Business Count and BRES also allows a local (Lower Super Output Area) understanding of the size and profile of the local economy.
- The Council collects data annually on crime, allowing for an analysis of performance at a local level.
- Broader information on resident wellbeing, prosperity, crime and inequality relates to the borough of Haringey wherever statistical data is available at a sub-Region level (e.g. LSOAs or Wards) – this includes information on deprivation and reported crime. While some data is only available at broader geography (e.g. Council-level information on low-income households, and

wider skills and participation measures), we are confident that when triangulated with local intelligence we have a robust and granular understanding of Haringey.

Other borough-wide data has been applied where relevant to the project and not available at the ward level, particularly where appropriate comparator areas are at the borough level.

Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems

As demonstrated by the Theory of Change model, the Selby Urban Village – Phase 1 bid has been designed to respond to the critical issues of need within the area of influence of the bid.

Regeneration Benefits: As a cumulative effect of the project investment in the area of regeneration, and public realm interventions; the project will also provide much needed enhancement to the physical appearance and reputation of the neighbourhoods impacted by the investment, resulting in a net increase to land values in the area.

A 2019 CBRE study identified that regeneration areas experience on average an additional 1.5% uplift in value per annum over and above wider growth from the start of the regeneration. This uplift increases to 3.6% when the regeneration programme has become established - the point of realisation. Given the scope of regeneration in Haringey, it is believed that these interventions will give the local area the necessary push to become established and achieve a higher value of growth.

Activity and Health Outcomes: the sports and leisure facilities will increase the sport participation rising to 274,484 visits pa (excluding the Selby Centre). Sport England suggests that in average 65% of people do not regularly participate in sporting activities (defined as twice within the past 28 days)

DCMS (2014) suggests the benefit of Increased Sports Participation is £1,127 pa, based on the Wellbeing Valuation Approach –This methodology is HM-Treasury Green Book compliant.

Crime: Crime is expected to fall as a result of the improved employment outcomes and the improved public realm. The improved passive and active surveillance and lighting from the intervention will reduce the likelihood of crimes like robbery and antisocial behaviour. The intervention(s) is uniquely placed at a necessary condition and scale that directly target crime reduction by around 10% as per DLUHC guidance and methodology.

Recreation: Phase 1 through desilting and restoring the natural spaces around it will significantly improve access to green and open recreational spaces to those in the vicinity.

Carbon savings: Carbon savings are estimated based on the energy usage of the current centre provided by LBH and the projected energy savings arising from the development. The value of the carbon saving has been estimated having regard to short-term traded carbon values.

Land Value Uplift: It is typical for community focussed use of a site like the New Selby Centre, that land value uplift is negligible given these types of assets typically are not able to generate enough upfront value to offset their capital costs. This is reflected in the fact that without the public sector interventions proposed, the private sector would not develop such assets/sites independently as they are not financially viable from a development appraisal perspective. As a result, we have not calculated a land value uplift for the New Selby Centre

However, these assets do typically generate significant wider benefits over the longer term, and we have factored these into our wider benefits calculation. In addition, these assets generate positive operational net income and which we have factored into the non-monetised benefits section.

Employment and Skills: It is expected that the level of skills will be improved by various parts of the bid interventions. As per the guidance, these will not be included as part of the core BCR, but will be factored in as part of the non-monetised benefits

Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs

A range of assumptions have been used to demonstrate how proposals will address any existing or future problems. The assumptions are designed to ensure that the value for money assessment is as robust as possible.

- Playe and Partners has developed the feasibility cost plans for the Phase 1. These include both the capital costs and the future value of the community centre and, sports and leisure facilities.
- LBH produced an estimation of the current and future visitors based on the existing and future facilities and market and demand analyses
- Activity and Health Outcomes: The number of visits to the new Sports and Leisure facility will increase to 274,484 visits pa (excluding the Selby Centre). Figures from Sports England suggest that in average 65% of people do not engage in sporting activities (defined as twice within the past 28 days) DCMS (2014) suggests the benefit of Increased Sports Participation is £1,127 pa, based on the Wellbeing Valuation Approach –The figure has been adjusted to 2022 and the methodology is HM-Treasury Green Book compliant.
- Wider Land Value Uplift (Commercial & Residential)– arising from the delivery of the Selby Urban Village. The approach is consistent with the framework and guidance developed by DLUHC in appraising the FHSF programme. Existing values the catchment area have been estimated based on information from the Land Registry for residential uses and the CoStar software for the commercial uses.
A 2019 CBRE study identified that regeneration areas experience on average an additional 1.5% uplift in value per annum over and above wider growth from the start of the regeneration within a 750m buffer. For this analysis an average uplift of 1.5% has been applied to residential and commercial assets across the wider catchment area of 200m. A 25% displacement is applied to the WLUV calculations, this is a standard figure as stated on the guidance in order to account for the proportion of intervention outputs/outcomes accounted for by reduced outputs/outcomes elsewhere in the target area.
- Crime: Reduction in crime assumed as interventions are targeted around hotspots for crime (ASB and violent crime), where the environmental conditions leading to crime are not currently being addressed through existing initiatives. The Selby Urban Village is uniquely placed at a necessary condition and scale that directly target crime reduction by around 10% as per DLUHC guidance and methodology.
- Carbon savings are estimated based on the energy usage of the current centre provided by LBH and the projected energy savings arising from the development. The current energy usage per year is of 533,679 kwh for electricity and 1,399,218 kwh for gas. In the future, the future energy usage is estimated to be of just 293,500 kwh per year for electricity
- Operational benefits: It is typical for community focussed use of a site like the New Selby Centre, that land value uplift is negligible given these types of assets typically are not able to generate enough upfront value to offset their capital costs. However, these assets do typically generate positive operational net income. Currently, the Selby Centre is operating at a loss of [REDACTED]. After the development of the new Selby Centre is completed, it is believed that the new income will be positive [REDACTED]. This benefit has been calculated over a 30 year period, but included as a non-monetised benefit

The methodology and assumptions have been selected based on their suitability for the level of investment of the schemes and the best available

data. In order to be consistent with the methodology, additionality and the time span have been adjusted on a benefit-by-benefit basis. For more details, see Appendix 21.

Explain how the economic costs of the bid have been calculated, including the whole life costs

The total costs of the intervention is £39.1m. The total LUF request [REDACTED] Match funding is included from public sector sources of £2m and from other sources of [REDACTED] Appendix 11 summarised the breakdown.

The NPV of the economic costs is calculated in the table (appendix 11)
Cost Risks & Uncertainty

The bid includes costs associated with a comprehensive package of capital works, ranging from sports and leisure upgrades, construction of a new community centre and the improvement to the connectivity & ecology of the park.

Extensive cost modelling has already been undertaken across the project, by the council's external cost consultant.

This has ensured a level of certainty to the costs included as well as the assurance of an appropriate application of 5% contingency across the project to account for any uncertainties including inflation.

Optimism bias:

Comprehensive planning and modelling has already been undertaken across the programme to reduce the potential for optimism bias. Early survey work and stakeholder consultation has been undertaken. The council is experienced at delivering capital projects of a similar type and scale and therefore has been able to draw on this extensive knowledge and experience to test the robustness the proposals and associated costs.

As such appropriate contingency has been applied to the intervention 5%

Appendix 12 provides a table of discounting

Describe how the economic benefits have been estimated

A summary of the economic benefits of the investment are set out by impact area below. Further detail on how each benefit has been assessed is provided in the BCR Methodology Note in Appendix 21.

The benefits considered fully align with the Theory of Change attached to this submission and rationale for investment. All impacts are expressed as additional impacts (after accounting for deadweight and displacement) using appropriate metrics that align to the Green Book and Levelling Up Guidance. Monetised benefits are expressed as Present Value in 2021 prices

We have adopted a 30 year appraisal period from 2022 – However, in accordance to the individual benefit appraisals some of the benefits have a reduced life span as some of the benefits are not believed to persist over a 30 year period

- **Sports Participation Benefits:** This assessment considers the benefit to new users facilitated by the new sports and leisure facility. The average number of visitors per year is expected to increase to 274,484 visits pa (excluding the Selby Centre), based on research for DCMS, the wellbeing impact of each new person participating in sport is £1,319 (2021 prices). To calculate the unique number of users of the new Sports and Leisure facility, it has been assumed that on average users visit the facility once a week or 51 times a year. This figure has been referenced in a number of reports, including the analysis undertaken by Sheffield Hallam University for Peterborough

Leisure Centre

Applying conservative assumptions in relation to deadweight and displacement and assessing the benefits over the 20 year appraisal period the total benefits to new users is estimated to be £34.04 million.

- **Crime Benefits:** To estimate the current crime rate in the vicinity of the Selby Urban Village, the crime rate within one mile of the postcode (as per DLUHC guidance) was considered. This data was extracted from ukcrimestats.com. The total annual crime rate for the period of April 2021- March 2022 was found to be 12,303 crimes which is the baseline level for this analysis.

The economic cost of crime was extracted from the unit cost 2019 database and was found to be £1,175 per crime in 2016/17 values.

As outlined in section 5.2.1, the expected fall in crime is 10% with a displacement value of 75%. This reduction was modelled over 10 years with all benefits calculated to the present value. The approach is consistent with the framework and guidance developed by DLUHC in appraising the FHSF programme. The potential crime related benefits are estimated to be £3.4 million.

- **Carbon Savings:** The current Community Centre is beyond its planned life and is increasingly unfit for purpose. There is no need to account for deadweight as we are measuring the assumed saving over existing provision and this is therefore a net change. Using assumptions provided by the Selby Centre based on the energy savings the new building will provide the economic value of the potential carbon savings over the 30 year appraisal period is estimated to be £1.84 million.

- **Wider Land Value Uplift (Commercial & Residential)**– arising from the delivery of a new Community centre. The approach is consistent with the framework and guidance developed by DLUHC in appraising the FHSF programme. Existing values within primary and secondary catchment areas have been estimated based on the Land Registry for residential uses and the CoStar software for the commercial uses.

A 2019 CBRE study identified that regeneration areas experience on average an additional 1.5% uplift in value per annum over and above wider growth from the start of the regeneration within a 750m buffer. For this analysis, an average uplift of 1.5% has been applied to residential and commercial assets across the wider catchment area of 200m. The Wider land Value uplift over a 5 year period is expected to be £26.8m for Residential and £10.8m for Commercial properties

- **Recreation:** Outdoor recreational space values were calculated using the Outdoor Recreation Valuation (ORVal) . This Tool uses a range of spatial data layers to model the visitation rates and recreational welfare benefits that are provided by accessible green space in England and Wales. Applying conservative assumptions in relation to deadweight and displacement and assessing the benefits over the 20 year appraisal period the total benefits to new users is estimated to be £770k

Collectively these generate £77.16 million (Present Value) of economic benefits.

Provide a summary of the overall Value for Money of the proposal

The appraisal summary table below sets out the estimated costs and benefit of the Phase 1. It is estimated that the scheme will generate monetised benefits of more than £78.91 million. Overall, the proposal to deliver the New Selby Centre together with the Sports and Leisure facilities is expected to deliver good value for money with a BCR of 2.12. Appendix 13 provides an appraisal summary table setting out the basis for this estimate is set out below.

Selby Urban Village (£m) (NPV, 2022 Prices)

Wider LVU (Residential) £26.8

Crime Reduction £3.40

Sports £34.05

Wider LVU (Commercial) £10.56

Outdoor recreation £0.77

C02 reduction £1.8
Total Benefits £77.16
LUF Funding request £18.75
LBH Match Funding £15.79
Other Public Sector Match £1.93
Total Costs (LFU + Co funding) £36.47
BCR 2.12

The basis on which these costs and benefits have been estimated are set out in the responses to the questions above with further detail provided in the supporting Appendix 21 and explanatory note.

Research from Sports England identified that for every £1 of investment in Sport and Leisure, there is a £4 social value benefit. We have been conservative on the approach and therefore haven't calculated all the benefits attributed to the scheme, however, research like this gives confidence that the intervention will secure good value for money.

Upload explanatory note (optional)

LBH Economic Assessment Annex_1 .docx

Have you estimated a Benefit Cost Ratio (BCR)?

Yes

Estimated Benefit Cost Ratios

Initial BCR 2.09

Adjusted BCR 2.12

Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

Investment in social infrastructure can reap significant monetary economic benefits as well as social and civic returns. These returns are less easily defined and are often described as non-monetised but are crucial in attaining high levels of social capital to improve outcomes across a range of indicators, including employment, health, and wellbeing.

These benefits are not included in the monetised estimates above due to limitations in the evidence to reach a robust quantitative estimate, despite compelling qualitative evidence that these outcomes could be substantial.

Non-monetised impacts include:

Local community management of the building: the New Selby Centre building will be managed by The Selby Trust, giving communities ownership of the facilities and built environment which shapes their lives and outcomes. There is clear research (add footnote) that empowering community leadership will provide them agency to build back better.

Community Centre: The community centre element of the bid has not been monetised as it is difficult to assess the outputs – however the quality of provision will be enhanced significantly. The facility will have significantly improved access to local communities, be co-located with other sporting and community assets, and will better meet the needs of the local community. Increased quality and engagement will result in more people entering/re-entering the labour market and a significant reduction in crime which will have social and economic benefits.

Volunteering opportunities: expanded community and workspace facilities are anticipated to create hundreds of volunteering opportunities including personal and corporate.

Improved social integration in the area: Living in an area of multiple deprivation, residents have complex needs and are sceptical of “top down”, centralised model of welfare. The facilities will provide bridging capital and encourage greater community involvement leading to significant benefit in terms of local community cohesion and feeling of belonging to the local neighbourhood.

Addressing deprivation amongst young people: By providing new and improved facilities e.g., classrooms and play spaces, more children and young people will benefit. The multi-occupancy of the site means a holistic approach to services to whole families.

Enhancing Green Space: The scheme provides targeted improvements to the ecology surrounding Bull Lane playing field. In doing so, benefits such as reducing urban temperatures and improving air quality could be realised¹. Other research points to improvements in health and wellbeing outcomes²

Employment Opportunities: The scheme will generate an uplift of employment on-site associated with the increased leisure facilities and activities on site. The 8 additional FTE jobs will provide local GVA impacts and support further employment through the supply chain and employee spending multipliers.

Health Outcomes: The assessment currently monetises the wellbeing value of participation in sport but does not include the impact of improved health outcomes. The links between physical activity and improved mental and physical health is well evidenced, however, it is difficult to specify the impact that the Community Centre will have on health outcomes.

Improving the Quality and Perception of Place: Perception of place is often used as an indicator of success. Yet it cannot be quantified using monetary means. The government's previous New Deal for Communities Programme final assessment looked at place-based outcomes and compared to national outcomes, it found an 18% improvement in deprived neighbourhoods that were invested in.

Improving Connectivity: The scheme will turn an isolated and under-used site in the heart of North Tottenham into a well-connected thoroughway that will connect communities to resources and open up a path in-between the surrounding areas.

Operational benefits: It is typical for community focussed use of a site like the New Selby Centre, that land value uplift is negligible given these types of assets typically are not able to generate enough upfront value to offset their capital costs. However, these assets do typically generate positive operational net income. Currently, the Selby Centre is operating at a loss of -£160k pa. After the development of the new Selby Centre is completed, it is believed that the new income will be positive +£250k pa. This benefit has been calculated over a 30 year period, but included as a non monetised benefit

Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid

Risk

Housing and Commercial market

Macro-level factors may impact on residential and commercial values in the area, irrelevant of the investment proposed. This may have an impact on the potential to realise Wider Land value Uplift as currently modelled

Macroeconomic

As seen by the recent pandemic and war large-scale crises are possible that could impact on the deliverability of the programme.

Community space not utilised

Co-design and community engagement is an integral element of the Connected to Communities programme promoting local interest and ownership of the spaces as they develop and promoting use upon completion.

Sensitivity analysis

In order to sensitivity test the benefits of the scheme, the appraisal has carried out an initial sensitivity analysis on our assessment of the economic impacts associated with the Selby Urban Village. This calculates the rough sensitivity to an increase and decrease on achieved benefits.

The sensitivity analysis undertaken shows that the BCR is sensitive to changes in costs and benefits. This is largely driven by the Sports participation benefit, as this is the highest calculated benefit; Only if the benefits decrease by 20%, or the costs increases by 20%, the BCR would be below the 1.5 threshold. Appendix 14 sets out a summary of our analysis.

The results of these tests are set out in the Appendix 14. In most of the tests, the investment continues to deliver value for money, demonstrating the robustness of the proposals

Upload an Appraisal Summary Table to enable a full range of impacts to be considered

Appraisal Summary Table 1

Upload appraisal summary table	Haringey Appraisal summary1.1.docx
--------------------------------	------------------------------------

Additional evidence for economic case

None selected

Confirm the total value of your bid

Total value of bid	£39600000
--------------------	-----------

Confirm the value of the capital grant you are requesting from LUF

Value of capital grant	£20000000
------------------------	-----------

Confirm the value of match funding secured

	£19600000
--	-----------

Evidence of match funding (optional)	Bull Lane Recreation Ground - Football Foundation support 03.02.2022.pdf
--------------------------------------	--

Where match funding is still to be secured please set out details below

The whole project will leverage multiple sources of public funding. For phase one, the Council has a commitment from the Football Foundation to provide a capital contribution of £2M for the sports facilities (The letter of commitment is attached for reference). The Council are continuing to engage with the Foundation to secure the grant during 2023. This will include a contract setting out timing, drawdown, and the conditions precedents. Until such time as the grant is secured, the Council will continue to engage with other partners including Sports England and other sporting bodies to secure alternative funding should the final contribution from Football Foundation reduce.

The remaining capital required for Phase 1 is forward funding by the Council. This is assumed to be a combination of a contribution from the Council and contributions from 3rd party funders.. The Council will leverage the income derived from the lease of the Selby Centre to the Selby Trust for the remaining £4M of long-term prudential borrowing required. The Phase 2 residential development will cover the Council's forward financing.

In total, this equates to 50% of match funding for Phase 1.

A summary of funding sources can be found in appendix 15.

Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

Not applicable.

Upload letter from an independent valuer

Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

VAT is recoverable for this project.

Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

The Council have employed experienced Cost Consultants, Playle & Partners LLP to provide cost advice for the Selby Urban Village Project.

As Cost Consultants, Playle & Partners LLP have a long history of working within the public sector and an internal cost database for various building types, which we use to benchmark our projects.

In April 2016, the Quantity Surveying team were awarded 'BCIS Champions' by the Royal Institution of Chartered Surveyors for presentation of amplified analysis and benchmarking data for use on the Building Cost Information Service online. The same Quantity Surveyors working on this Benchmarking also worked on the Selby Urban Village project.

RIBA Stages 0 - 2 in 2020

For the higher-level Order of Cost Estimates during RIBA Stages 0 - 2, the costs were generated utilising typical rates on a £/m² basis using area schedules supplied by Karacusevic Carson Architects (KCA), the architects who have been developing the designs for the scheme.

The agreed rates for this were generated after a process which comprised:

- Playle & Partners LLP checking internal data on similar housing, community centre and sports hall buildings, rebasing for date and location and noting the mean cost expressed as £/m².
- Playle & Partners LLP also carried out a review of the typical rates stated on the Building Cost Information Service for residential, community and sports centres and noted the mean costs expressed as £/m².
- Playle & Partners LLP issued a Benchmarking document to the Client and Design Team on 11 April 2020.

Following the issue of this document, a meeting was held to discuss the contents. It was noted that although the “mean” rate has been applied, due to the nature of the buildings, the “upper quartile” rate should be applied to reflect the design standards being set by this project.

The Sports Hall building was also Benchmarked against a recent similar sports hall building in East London for which Playle & Partners LLP were the Cost Consultants.

The Selby Centre building was benchmarked against other new build Community Centre schemes on the BCIS however it was apparent at the early stages that this building will be more bespoke than a typical Community Centre.

KCA submitted evidence on their own projects which concurred with the theory that the upper quartile percentage should be applied.

On 12 May 2020, Playle & Partners LLP reissued the Order of Cost Estimate based upon the agreed benchmarked £/m² rates.

From this point until the end of RIBA Stage 2 the agreed rates were applied to the area schedules being updated and produced by the Architects.

Once we had an agreed build cost, we reviewed the typical costs being received from Contractors on live projects for Design Fees and Preliminaries to calculate an accurate percentage figure to be used to calculate allowances for these items.

RIBA Stage 3 in 2021/22

At RIBA Stage 3 in 2021/22, Playle & Partners LLP received detailed design drawings from KCA which allowed for a detailed cost plan to be produced.

From the detailed measures, we could benchmark individual components of the scheme against costs being received on other live projects. For example, comparing our allowances for substructures to similar sports hall building. This gave reassurance that the rates being applied were in line with the allowances within the cost plan.

The Selby Centre building has a rate of £3,064.00/m² for Construction costs and Preliminaries. This figure is towards the higher end of the rates for “Community Centre” buildings but it has been designed to a high standard and quality which sets it apart from typical buildings of this nature. There are abnormal design features includes such as a large roof terrace garden at first floor, a precast concrete balcony system which surrounds the entire.

Similarly, the Sports Centre building has a rate of £3,096/m² which is above the Upper Quartile figure for a building of this nature but is representative of the high build quality which is included within the design proposals.

A full cost plan can be found within Appendix 24.

Assumptions

The assumptions made within the cost plan are as follows:

- The tender is to be sought in competition utilising a Two Stage Design & Build procurement process.
- The construction based upon a 120 week on site period split into two phases of works.
- Start on site date to be January 2024.

Provide information on margins and contingencies that have been allowed for and the rationale behind them

The estimated project costs are based on today's prices with a commencement date of Q4 2023.

Appropriate levels of construction risk allowance and client contingency have been set for each element of the project based on a detailed assessment of the level of risk, taking into account level of details of the brief, design stage, cost plan, site constraints and third party consents required. The full figures for every element of the programme are included in the detailed costings and planning workbook.

Design Development Contingency (5%) to account for areas where the required design is not yet apparent due to the stage of design the project is currently in. For example, design development required during RIBA 4 technical design. Assuming a Design & Build procurement route, some of this contingency will remain and appear in the Contractor's tender price as Contractor's Design Development Risk.

Central Client Contingency (5%) is at comparable levels to other projects at this stage which are subsequently built out on budget. This contingency will be retained until the construction period to cover unexpected discoveries (risks) on site which are not taken on by the Contractor.

In addition a margin of 6% has been allowed for contractor OH&P. This is the contractor margin for the construction of phase 1 and is based on industry-standard assumptions and benchmarked against similar-sized construction contracts.

Describe the main financial risks and how they will be mitigated

A detailed risk register has been produced for the project in Appendix 2. Robust programme management will ensure any cost issue emerging are dealt with swiftly.

In summary, the main financial risks and mitigations are:

Design development or under-estimation leading to increased construction cost at point of tender:

Value engineering through technical design post-planning.
Inclusion in budget of construction risk allowance

Increase construction cost due to Covid-19, Brexit (impact on labour and materials) or other market factors:

QS monitoring of construction cost indices and comparable projects.
Value engineering.
Construction risk allowance .

Unforeseen environmental/ physical conditions or regulatory requirements effect the ability of the project to deliver within the set budget:

Appropriate building and ground conditions surveys undertaken.
Early engagement with statutory consultees re regulatory requirements.
Value engineering/alternative design solutions
Inclusion in the budget of client contingency

Programme delays (e.g. from planning refusal, public opposition or need for extensive value engineering) leading to increased programme management and design team costs:

Early public consultation
LB Haringey absorbs additional project management costs
Fixed fee contracts with design team
Client contingency

Poor Project Management:
Funding sought in bid for Project Management costs to ensure robust management of programme and budget.

External Match funding not secured:
Football Foundation funding committed by letter of support. Other sources of external match funding are being explored including Sports England, England Cricket Board & Environment Agency.

Value engineering/project rescoping.
Funding decision delayed which affects the overall programme
To mitigate this risk as far as they are able and meet the programme, the Council are continuing with the programme at risk in anticipation of a positive funding outcome. Should a funding decision be significantly delayed, this may mean submission of a detailed planning application needs to be paused, with the associated risks of programme delay.

The scheme has a central client contingency of 5% to mitigate cost overruns. However, should these mitigations not succeed, and additional costs are occur, the Council will:

- Seek additional match funding;
- Attempt to re-scope elements of the programme to provide the same agreed outcomes for less funding; or
- Seek Cabinet approval for additional allocations from our Capital Programme.

Upload risk register

Appendix X - Risk Register.pdf

If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below

Not applicable.

What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

Not applicable.

Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted

Commercial structure

To determine the optimal delivery route for the preferred design options to be taken forward, the project team analysed a short list of potential commercial structures, summarised as follows:

Commercial Options

Option 1:

Disposal by unconditional land sale agreement

LBH disposes of the site to a third party based on current use value on an unconditional basis. Receipts could then be used to fund the transition from Selby Trust to an alternative site and the delivery of other projects elsewhere in the borough.

Option 2:

Disposal Subject to Planning Permission (STPP)

LBH disposes of the site to a third party subject to planning permission being

achieved on the site. LBH can impose conditions on the third party for example, achieve a certain number of homes, construction of a new Selby Centre, or design quality but will not retain any control of the development after the sale has been completed. Receipt of funds would take place after planning has been achieved. Receipts could then be used to fund the transition from Selby Centre and the delivery of projects elsewhere in the borough.

Option 3:

Development Agreement

LBH enters into a Development Agreement with a partner to redevelop the site, involving competitive tender process. The development partner would be tasked with delivering prescribed works and achieving objectives defined in the agreement. The partner will fund works through proceeds from the sale of the private residential units. Development risk transfers to the partner. Further control of the build process can be achieved through a construction lease.

Option 4: Corporate Joint Venture formed of LBH and a developer

LBH enters into a 50:50 corporate Joint Venture Company ("JVCo") with a development partner. LBH sells its land into the JVCo, which the partner matches with equity of equivalent value. Both the Council and its partner share development proceeds and risks equally. JVCo is required to deliver the scheme objectives as a condition of the sale.

Option 5: Direct Development

LBH undertakes the role of developer for all aspects of the scheme, and therefore takes on all of the development risk. LBH would be responsible for all development activities, such as securing development finance, procuring a contractor to undertake the works and marketing the completed development.

Conclusion

The Council have reviewed the above options against the objectives of the scheme and has discounted Options 1 to 4 for Phase 1 of the Selby Urban Village. Option 1 was discounted due to failing to meet the Council's objectives for the project and the Theory of Change. Options 2, 3 and 4 were also discounted due to lack of appetite by the private sector to deliver the uses in phase 1 as these uses command significant capital but derive little monetary value in the form of profit. However, the Council retaining direct control of the delivery of phase 1 will ensure the community assets stay within public ownership and that the Council benefits from the Theory of Change. In addition, Option 5 allows for flexibility in the execution of the construction contract.

The Authority will also work alongside the Football Foundation to deliver the 3G football pitch to meet their standards and requirements.

Delivery structure

The project has been developed to RIBA Stage 3 – Conceptual Design. For the next stage, Haringey Council will undertake contractor procurement and directly deliver the project. The delivery structure is made up of the following:

1. Senior Responsible Officer – Strategic Director for Housing and Place making supported by the Operational Director for Regeneration, Growth and Employment
2. Project team – Selby Urban Village Delivery Team (see section 6.3.4)
3. Procurement – Haringey procurement services
4. Legal – Haringey legal services.
5. Architect – Karakusevic Carson Architects
6. Employers Agent/ Quantity Surveyor – Playle & Partners LLP
7. Contractor – TBC

The design team will likely to be novated by the contractor to maintain consistency.

Procurement

The Council project team will procure and appoint a contractor through a design and build (D&B) two-stage tendering process, in accordance with the Public Contract Regulations 2015. Early appointment of a contractor will

enable input between the main contractor and the Council to ensure design and cost certainty. The D&B route transfers most of the design and construction risks to the Contractor to meet the Employer's Requirements. The Contractor will have sole responsibility to complete the design in line with the Employer's Requirements and engage the necessary resources to construct the project.

The route to market has yet to be finalised; however, this will likely be via an established framework, such as the Council's own well established London Construction Programme (LCP) Major Works Framework, or a two-stage restricted tender process.

- Procurement via a framework will be a mini competition undertaken in compliance with the framework terms.

- Procurement via a two-stage restricted tender process will be:

- o Stage 1 – application of the PAS 91 Standard Questionnaire to reduce the number of bidders to a minimum of 5.

- o Stage 2 – bidders invited to submit a full tender submission for the scheme.

Pre-Market Engagement (PME) is underway to identify capacity, capability, appropriate route to market and identify any potential risks/issues. Initial findings to date from the PME suggest that there is a strong interest in the project by the London contractors, which will support community wealth building objectives in the area.

Opting for pre-market engagement prior to selecting the most appropriate procurement route builds credibility in the market, identifies risks to delivery, and maximises the competition to deliver value for money for the Authority. This is a tried and tested approach for a contract of this scale and nature. Allowing the authority to select the most favorable procurement route to derive a competitive tender process which will deliver value for money.

Social Value

Social Value is a key component of the Councils Procurement Strategy and covers social, economic and environmental ambitions, including Community Wealth Building. To re-enforce the Councils commitment to Social Value, 10-25% of the total evaluation weighting is allocated to social value on all tendered contracts.

The Council has recently implemented the Social Value Portal (SVP) and will utilise the SVP services to help define the social, economic and environmental requirements from a tender and contractual perspective. SVP will then independently evaluate and validate the tender submissions. These commitments will be monitored and measured by SVP throughout the life of the contract.

Where a contractor fails to meet its Social Value commitments, liquidated damages may be applied for the proportion of the social value commitment that has not been delivered.

The Social Value requirements are aligned to the National Set of Social Value TOMS (Themes Outcomes and Measures). The key themes are:

- Jobs – promoting local employment
- Growth – engaging local businesses, VSCE's, community wealth building etc.
- Social – working with and creating healthier communities, modern slavery obligations and commitments etc.
- Environment – incorporating sustainability, improved air quality, carbon reduction, Net Zero commitments*
- Innovation – enabling innovation to be adopted across the social value spectrum

For contracts let above £5m it is a requirement for bidders provide a Carbon Reduction Plan confirming the supplier's commitment to achieving Net Zero by 2050 in the UK, and to set out the environmental management measures that they have in place and which will be in effect and utilised during the performance of the contract.

To control the design and quality of the project, the Council has chosen to obtain a planning consent themselves. In doing so, it embeds the design and strategies, including sustainability in the planning permission. The procurement process outlined above allows the Council to hold the Contractor to account in delivering the design and strategies set out in the planning permission.

Programme

The programme below has been shown to a variety of contractors during the soft market test. All have indicated that the timeline is appropriate for the size and scale of the opportunity.

Item Target date
Commencement of Procurement
December 2022
Tender closing date
February 2023
Cabinet Approval for Award
March 2023
Appointment of Contractor (Stage 1)
May 2023
PCSA Period (Stage 2)
June 2023 – November 2023
Final Clarification Period
December 2023
Main Contract Execution
February 2024
Start on site
March 2024

Risk management and allocation

With previous experience in delivering similar type of projects, the following risks have been identified by the Council:

Risk

Design risk

The Council will employ suitably experienced consultants to manage the design process post-planning. This includes a CDM specialist to manage health and safety and an employer's agent to manage technical design. BIM Level 2 will also be employed to manage input from other specialist consultants.

Construction risk

Construction risk will be transferred to a contractor on the execution of the main contract. A two-stage tender process will balance the risk between the Authority and the Contract. A contingency has been factored into the viability appraisal should the final cost be higher than estimated.

Availability of material – increased material costs

Materials risk will be transferred to the contractor on the execution of their contract. However, the Authority has made allowance in the form of contingency should material costs increase and drive contractor prices higher than estimated by the QS.

Main Contractor failure to deliver within the KPI's set during the PCSA. This could include performance and cost envelope.

Any mains work contract will be conditional upon successful delivery of a PCSA within the KPIs set from the outset. The Council will reserve the right to re-tender the mains works contract should KPIs not be met.

A risk log has been established and will be monitored and managed by the project team. The risks will also be managed between the Council and the design team.

Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?

The procurement and contractor management will be led by the Selby Urban Village Procurement and Contractor Management Sub-Group, which will be a subset of the wider multi-disciplinary Project Team. The Sub-Group will be led by the Project Manager and Chaired by the Head of Procurement, who will be ultimately responsible for the procurement process, which will include consideration of the route to market, profile of the supply chain and commercial structure.

The Head of Procurement has over 15 years' experience in leading public sector procurements and managing contracts. He is considered one of the leading Heads of Procurement across London and has a wealth of experience in delivering high value and complex procurements. In addition to managing the Council's procurement function, he is also the Head of the London Construction Programme (LCP), which is a Pan London initiative with 52 members, responsible for £10bn of frameworks and dynamic purchasing systems (DPS) for construction related works and services. Delivery of social value through the LCP is one of the key objectives and the supply chain is not only accountable to the client for delivering their commitments but also to the LCP who actively manage framework performance.

The Head of Procurement is well respected amongst his peers and is a lead advisor for the London Heads of Procurement Network for all construction, DPS and commercial matters, he will bring invaluable experience and is best placed to oversee the procurement process. The procurement team working closely with the Project Manager, bring extensive experience delivering high value complex capital projects from schools, regeneration, housing to community facilities.

The use of a procurement and contractor management sub-groups to manage large, complex procurements and contracts is tried and tested across the Council. A similar group was established for an OJEU compliant procurement process to secure a development partner to deliver the £1bn High Road West Scheme. The Head of Procurement, along with the Head of Area Regeneration North Tottenham have been working with a Sub-Group on Broadwater Farm Estate and are about to award a 2 stage contract in excess of £120m for the design and delivery of circa 300 new council homes, a new health and well-being hub and an energy centre. The procurement process not only secured value for money for the Council in a very challenging market, but was an exemplar in maximising social value and involving the community in the procurement process.

Are you intending to outsource or sub-contract any other work on this bid to third parties?

Not applicable.

How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes

All contracts will be either JCT or NEC 4. The contract will be managed by the Project Manager with support from the Selby Urban Village Procurement and Contractor Management Sub-Group, which will include representatives from the Council's procurement and legal team. Additional, contract support will be provided by the Quantity Surveyor and Employers Agent.

The Council has established clear and robust client management processes that will be used throughout the term of the contract to ensure the contractor is meeting its contractual obligations. The overarching reporting process will

include monthly progress meetings, whereby the contractor will present a progress report containing their status in relation to programme, design, cost, building regulation compliance, planning conditions etc to the Sub-Group. The Employers Agent and Cost consultant will prepare their own technical reports for the client which will include their professional assessments of the contractor's progress, the clients contractual position, any risk and an independent assessment of the costs. These will be issued to the Council one week after the contractors' progress meeting and will be presented at a client progress meeting.

Sitting below this high-level reporting structure will be a number of project control mechanisms, these include but are not limited to, a clear change control process (which will form a part of the contract documents), risk management procedures, various tracker documents in relation to utility provisions, planning conditions, NHBC compliance and key actions etc.

In addition to the above, there will be various workstreams, including items such as resident engagement which will be carefully mapped out and structured to ensure the Council's requirements are delivered, these will be reported on in the monthly progress reporting structure. Finally, the handover process will be carefully captured in the contract documents and will follow a diligent contract process to ensure units are handed over in a fully compliant state ready for resident occupation, constructed to a good quality in accordance with council requirements and with all necessary certificates and documents. This is the standard process the Council established for all its major works contracts.

In summary, a range of performance measures will be monitored. The main contractor will be expected to report on these items:

- Construction time and cost
- Productivity
- Quality – Clerk of Works
- Health and Safety
- Complaints – client satisfaction
- Credit Watch – Payment of Sub-Consultants
- Waste
- Defects
- Social Value

Non-Performance Mitigation

The Council will explore all assurance options available during the Pre-Market Engagement, including but not limited to Performance Bond, Retention and Parent Company Guarantees, before selecting appropriate and proportionate measures to be included within the main works contract.

Set out how you plan to deliver the bid

Appended to the submission is a delivery plan that sets out our approach to ensure successful delivery.

The plan includes a programme which details key milestones and a procurement timetable (see appendix 22). The programme has been built around the expectation of a start on site in March 2024 with a completion date of August 2025 for phase 1. The Council are currently engaging with the contractor market to confirm our programme assumptions as well as undertaking a soft market test exercise for the procurement of a contractor.

The project does not rely on any external or internal dependencies. Whilst the Selby Trust and Sports & Leisure are eagerly waiting for the scheme to progress so that their respective interests can grow, the project is not dependent on another scheme to enable delivery. However, the residential phase 2, is dependent on the successful delivery of phase 1.

The Council have amassed a skilled and experienced project team. The team comprises of senior council officers across a range of directorates, including

regeneration, housing & finance. The Council has procured a range of services that are outside of the council's skill set, including but not limited to; Architect, Employers Agent, Cost Consultant, & Engineering team. Once a planning application is submitted later this year, the Council will commence procurement of a contractor.

The scheme has been intentionally phased in two parts to enable the Selby Trust to continue using its facility throughout its new building's construction. There will be continued engagement between the Trust, Council, and project team to ensure services delivered at the Selby Centre are unaffected by the construction. In addition, the contractor will be obliged to engage the community and Trust throughout the process, including employing a dedicated community liaison officer. They will also have to be a part of the considerate construction scheme.

The Council acknowledges how vital it will be to manage relationships with funders, including the Football Foundation, DLUCH, and the GLA. Therefore, the Council will implement a robust monitoring and evaluation process to ensure reporting to funders is seamless. The process will be owned and managed by the Council's Project Management Office.

Detailed information on Monitoring and Evaluation can be found in that section of the bid.

The programme sets out the timeline for planning submission and approval. This statutory approval will need to be achieved before works on the ground can begin. On approval of the application, the Council will have two years before expiry. There will be a number of pre-commencement conditions that will require discharging before works can commence. These will be worked through by the contractor and design team.

Demonstrate that some bid activity can be delivered in 2022-23

Over the next nine months, the Council will progress the following workstreams:

Design/planning application- continue working with the architects and the design team to finalise the planning application for submission in November 2022. Pre-application meetings will continue with a pre-application meeting with the GLA due to be held in the summer.

Procurement- The procurement of an employer's agent will proceed to support the Council's Procurement Subgroup develop and finalising all of the procurement documentation so that the procurement of a contractor can commence in December 2022.

Both activities will require expenditure from LUF to commence. Once stage 1 on the contractor procurement has been completed, technical design can commence from April 2023.

Appendix 16 provides a cash flow that has been developed to show the drawdown of funds over the coming nine months.

Risk Management: Set out your detailed risk assessment

A detailed risk register is included in the appendix 23.

A project risk register has been developed by the project team alongside specialist consultants. The register has been split into risk categories to aid identification. The design team has set up an additional register to mitigate technical risks throughout the design process.

It is evident that those risks that could cause the main barrier to the scheme can be mitigated through identification, planning, and a time allowance to investigate and coordinate measures. A risk owner has been assigned to

enable accountability.

The register has identified 21 risks to be monitored and mitigated. Each risk was scored using a probability and impact scale, with the highest risk item scoring 25. As the scheme progresses, it will be essential to update, monitor and report on the register, including the technical design register. It will be seen as a live document to the project board, who will have overall responsibility. However, some technical risks will be transferred to a contractor during the pre-construction phase and fall outside the project board's responsibility.

A sample of the key risks can be found below:

Financial risks

- Failing to secure sufficient funding: Excluding the confirmation of LUF funding for the bid, there is medium risk around securing the Council and 3rd party match, whilst the Council has committed to the project through the investment of £2M in design and consultation. There are currently no signed contracts with 3rd party match funders.
- The risk of 3rd party match funding for the Sports Facilities not materialising has been mitigated by obtaining a letter from them assuring the Council of their confidence and track record in securing such levels of funding.
- Costs overrun: Measures are in place to mitigate and manage risks associated with cost overruns, such as cost estimation and value engineering considerations at each stage of the design programme. Aiming to secure construction contracts within budgets and enabling quick changes at the point of contract should value engineering be required. To mitigate against the risk of 'hidden issues' with sites that could cause delays or financial costs, surveys will be undertaken to minimise the risk of unexpected site conditions arising.
- Additionally, the proposed intervention has contingency allocated in its budget to account for potential unexpected increases in costs.
- Other financial risks are highlighted in 6.1.8.

Permissions and approvals

- Permissions are not received in time: Delivery risks include failing to secure relevant statutory permissions and potential covid-19 restrictions.
- The scheme has been developed in consultation with statutory consultees and the community. The scheme has been designed to adhere to local strategies and the use of a planning performance agreement and pre-apps will mitigate the risk that planning permission might not be granted. To date, the scheme has undertaken XX pre-apps with officers.
- Communities are dissatisfied with project proposals: To mitigate the reputational risk around proceeding with any unpopular interventions, significant resident and stakeholder engagement has taken place.

Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature

The Selby Urban Village Project Team will be delivered by the Place-making and Housing Directorate with support from the project management office within Haringey Council. This Directorate includes the Planning, Regeneration, Property and Housing Delivery teams who are leading some of the most ambitious regeneration and development programmes across London, both self-delivery and working with development partners.

This includes the Regeneration Team, delivering extensive regeneration programmes across Tottenham and Wood Green, such as, the transformation of Tottenham Hale into a new district centre, thriving neighbourhood and international transport hub delivering 5000 new homes and 4000 new jobs of which 2400 homes have now been completed and or are in delivery and the delivery of the High Road West Scheme in North Tottenham, which is

delivering 2600 new homes, substantial social infrastructure, including a Library learning centre, new public square and park, alongside 3000 new jobs. This also includes the Housing Delivery Team, who are delivering an ambitious council house delivery programme, which has successfully started on site delivering over a thousand council homes across the borough and aims to deliver a further 3000 homes by 2030 and the Property Team, who are delivering major capital schemes including the delivery of a new Civic Centre in Wood Green, a £100m school capital programme and the delivery of new infrastructure such as nursing homes across the borough.

Given the far-reaching benefits the Selby Urban Project will deliver, covering a multitude of objectives across the Council's Borough Plan and strategic policies, a multi-disciplinary project team of colleagues from Regeneration, Property and Projects, Parks and Leisure, Commissioning, Housing delivery, Legal, Finance, Procurement, and Communications is in place to deliver the scheme led by the Head of Area Regeneration, North Tottenham. The Head of Area Regeneration North Tottenham, has over the past 10 years been working with the North Tottenham community to develop and deliver the ambitious place-shaping programme for the area, which has seen the delivery of a new international football stadium, a new White Hart Lane Station, the transformation of the High Road, the development and procurement of the High Road West Scheme (2,600 new homes), due to start on site in October and the regeneration of the Broadwater Farm Estate (300 homes).

Under the Head of Area Regeneration, will be a Project Manager dedicated to the delivery of the project, who will be responsible for the day-to-day running of the project to the agreed objectives and co-ordinating the project workstreams with leads from across the Council. The Project Manager will have extensive experience of running mixed-use capital projects and will bring together the extensive expertise across the Department and wider Council of delivering similar schemes. The Selby Urban Village Core Project Team consists of:

- Head of Area Regeneration, North Tottenham- Project
- Project Manager- responsible for coordinating all workstreams for the Scheme.
- Commissioning Manager for Active Communities- responsible for reviewing the sport facilities specification and managing the relationship with Sporting bodies to secure capital and revenue grant. Responsible for the 10-year sports business plan and ongoing management of the sporting facilities.
- Housing Development Manager- responsible for reviewing housing design and ER's,
- Head of Procurement and procurement team representative- to oversee the procurement and support contract management
- Head of Finance- responsible for ensuring scheme budget is in line for the corporate capital programme and that robust financial monitoring procedures are in place.
- Principal Property Lawyer- responsible for legal issues, including title information, appropriation, support through the procurement process, contract negotiation
- Regeneration Communications Manager- responsible for communications and engagement across the scheme, to ensure continued community support for the scheme.
- Commissioning Manager- to review
- Head of Property -to lead on the development of a lease and property arrangements and to provide
- Major Projects Delivery Manager- to provide advice and guidance to the Project Manager and ensure alignment with corporate capital project delivery.

The Project Manager and Project Team will be supported by technical consultants, including an Employer's Agent, a cost consultant, Rights of Light consultants, CDM and fire consultants and a Clerk of Works. Given the partnership nature of the scheme and the close working relationship with the Selby Trust, the Selby Trust Development Manager will work closely with the Project Manager and Project Team. The Core Team will report to senior Officers through the Council's Regeneration Governance Boards and will report to the Joint Governance arrangements with the Selby Trust.

Set out what governance procedures will be put in place to manage the grant and project

Council Internal Governance

Formal decisions relating to the project business case are made by Cabinet and delegated authority to appropriate senior officers. A Business Case for the project is contained within the current Mid-Term Finance Strategy (MTFS). A successful application for Levelling Up Funding (LUF) will require a Cabinet decision for approval, capturing all LUF investment, to confirm availability for match funding and enable the decision for the S151 officer to sign the grant agreement and proceed with development.

The Lead Member for Placemaking has political accountability for the project and is updated through 'Placemaking 1-2-1s', whilst strategic oversight is granted through Cabinet Member 'Strategic Discussions'.

The delivery of the project is overseen by the Regeneration and Economic Development Board (REDB), chaired by the Assistant Director of Regeneration and Economic Development. The Head of Area Regeneration is accountable to REDB and will work closely with the Head of Finance and Principal Lawyer for Property, Planning and Regeneration to ensure the right budgetary controls, tolerances and due diligence is in place.

The project will progress through the established 'Gateway process' where senior officers and business partners will sign-off progress to date and agree next steps for the project. The PMO undertakes monthly project review meetings with the Project Manager to assess delivery of the project against project milestones, budget and outcomes. Where required, the PMO or Head of Regeneration will escalate risks and issues for resolution at REDB. The management of grant and associated conditions is overseen by the PMO who will work with the PM to ensure transparent monitoring in alignment with DLUHC requirements.

The project coordination group enables the PM to drive progress and employ project control by engaging with the multiple disciplines involved with the design, procurement, delivery, and long-term management of the scheme. Group members include but are not limited to Procurement and Legal Services, Commissioning, Education and Parks and Leisure and Education. The project gateway process below ensures the transparency and cohesion between different functions of the Council to deliver a successful programme. Staff will be asked to sign a declaration of conflict of interest form prior embedding themselves in the project to ensure conflicts of interest do not arise during the procurement stage. All this ensures that the projects have been properly scoped, planned, managed, approved, delivered, and evaluated at key points in the project lifecycle.

Appendix 17 provides an over of Haringey's gateway process. The project is currently in the planning stage highlighted in red.

Appendix 18 provides a table that sets out the key forums and tools in place to deliver oversight.

Partnership with the Selby Trust Governance

In 2018 the Memorandum of Understanding was agreed, seeking to acknowledge the history of Selby Trust and its contribution to the local community and the Council's commitment to continue collaborating with them. As such, the Selby Project Working and Steering Groups were set up in recognition of this partnership arrangement.

The joint working group enables Council officers to engage with Selby Trust staff to collaborate and progress key project workstreams such as scheme design and lease arrangements. This working group reports into the Steering Group which is responsible for ensuring the jointly agreed objectives of the project are upheld. To reflect the significance of this project, the Director for Placemaking and Housing, Lead member of the Council and Lead member for Placemaking sit on this Board, alongside the Members of the Selby Trust Board.

If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised

Selby Centre Management Arrangements

The Selby Centre will be managed and operated by the Selby Trust under a community lease from LB Haringey on full repairing terms. The Council will retain the insuring responsibilities, with Selby being responsible to reimburse the Council for the annual insurance premiums.

The Selby Trust will bear the operating cost of the centre. However, as a condition of the lease, the Trust will be required to issue a business plan detailing its income and expenditure over the coming years to ensure that the model is sustainable in the long term.

The Trust's most recent representative income (pre-covid) was in 2019/20 with an income of [REDACTED] and outgoings of [REDACTED] the surplus was [REDACTED]. The Trust achieved similar financial results in each of the previous 5 years. The Trust's holds a reserve of [REDACTED] to cover up to 6 months of operating costs, and provided the organisation with comfort through the trading losses of the Covid-19 pandemic. Notwithstanding this reserve, The Trust successfully sought to lever its position as a critical community resource and since the start of the pandemic it has secured a total of [REDACTED] in grant contributions from third sector, public sector and corporate partners. This has protected its social outcomes and reserve and it leaves Selby in a position of strength to survive the transition period into the new accommodation successfully, whilst holding adequate working capital to invest fully into a new period of growth.

A draft version of their new business plan has been submitted to the Council. Whilst not finalised, they estimate that the centre will break even in year three, considering the relocation from the old Selby Building and one-off set-up costs. Bull Lane Playing Field Sports and Leisure Management Arrangements The sports facilities will fall within the remit of the Parks and Leisure team at the London Borough of Haringey. The team is split into specialist management teams. The park team will be responsible for the grass pitches, MUGA, Playground, and ecology whilst the leisure team will maintain and manage the sports centre (sports hall and 3G Pitch). To achieve economies of scale and value for money, the sports centre will share management with the New River Centre (approx. 1 mile from the site). The benefit of this is a consistent approach to the delivery of sports & leisure services across the Borough.

However, given the synergies between the services on offer at the Selby Centre, operated by the Selby Trust, and the regenerated Bull Lane playing fields, there will be a shared approach to managing the wider sports offer on-site. The shared approach, led by the Council, brings many benefits including a similar look/feel and welcome across the whole project and revenue savings. The approach is still being developed and includes; sharing staff resources, maintenance responsibilities, operational costs and income. However, to ensure the operational and business risks are retained by the Council, responsibility and ownership of big-ticket items such as external funding, capital improvements, public liability and health and safety will sit within Councils Parks and Leisure team and not the Selby Trust.

The shared approach will be governed by a Steering Group made up of Council and Selby Trust officers. External stakeholders, Members and Selby Trustees will be co-opted onto the Steering Group as appropriate and as laid out in the Terms of Reference and Governance arrangements.

Bull Lane Playing Fields Sports and Leisure Revenue Budget

In the first five years of operation, it is anticipated that new facilities will require a revenue funding while the usage and programme mature to a stable level. It is anticipated that this could be as high as £120k in year one and reducing to zero in year five. There is an existing budget for the management and

maintenance of the Bull Lane playing fields (£24k) and this will need to be supplemented to around £50-60k pa to adequately maintain the new community park facilities and landscape. The Council has a large internal parks and leisure service (140 FTE) which already provides and maintains similar facilities across the borough.

During the first five years of operation it is expected that any funding can be partially or fully met by exploiting the following opportunities:-

- During the design phase ensuring that the design delivers as low as possible running costs and that utility costs are kept to a minimum.
- Utilising efficiencies from combining the management of the Bull Lane Sports Centre with other directly operated council sports facilities.
- Partnering with the Selby trust to maximise efficiencies and community volunteering input to sports and park facilities.
- Collaborating with Sport England and other similar agencies to fund outreach programmes and activities at the sports centre and in the park.
- Hosting community events within the sports centre and park.
- Make up any shortfall with direct funding from the Council

Longer term capital replacement funding will be available through the Council's capital programme. The Council is confident that the new facilities are financially viable and offer a flexible mix of opportunities which can be carefully managed to not require an ongoing subsidy.

Income Assumptions:

- Income derived from the 3G football pitch

Expenditure

- Management cost

In summary, revenue support is required to assist the set-up of the business and to deal with any risks associated with the Business Plan that has been developed for the centre. For example, some aspects of the income generation for the new centre are untested, in particular the income potential from parking. The Council will also be required to share the income generated from the shared sports hall, less any relevant costs, with the Selby Centre.

Appendix 19 provides an income projection for the sports and leisure facilities at Bull Lane Playing Fields.

Upload further information (optional)

Appendix 19 - Income Projection for the Sports and Leisure Facilities at Bull Lane.pdf

Set out proportionate plans for monitoring and evaluation

The London Borough of Haringey is committed to robust monitoring and evaluation across all of its service areas, programmes and projects. The centralised Programme Management Office is responsible for delivering this function, objectively reviewing the delivery plan and achieving benefits against aspirations for the intervention.

The principles for this are established within the Council's Monitoring Framework, which prescribes robust governance structures, regular reporting to both Selby Urban Village Steering Group and Regeneration and Economic Development Board and measurable outcome indicators to track impact in a meaningful way.

By collecting robust evidence on the lived experiences of Tottenham and Haringey residents, the dedicated programme officer can report on the delivery of the outcomes being targeted in the Theory of Change. By doing this, the Council is able to evidence the long-term transformation and the benefits that have been realised through this intervention.

This alignment with the Monitoring Framework will ensure that the interventions that form the project will be scrutinised, monitored and evaluated a part of the monitoring of the wider regeneration programme. The M&E approach will be in line with the national evaluation and appraisal guidance as set out by DLUHC.

At a strategic level, the evaluation will need to address the following questions:

- Delivery: Was the programme delivered on time, to budget and within acceptable risk parameters?
- Value for Money: Was the Benefit-Cost Ratio achieved; what other added value/benefit was realised? What additional match funding (capital or revenue) was leveraged into the programme?
- Impact: Did the project achieve the outputs intended? What outcomes have been derived? Can the project be attributed to achieving against the impact intended?
- Strength of Partnership: How well were the interventions delivered by the partnership structure in place? How strong was governance & decision-making? What additional partnerships have been created as a result of the project?
- Lessons Learned: What went wrong? What went well? What can LB Haringey and partners learn from the experience of delivering the project? What lessons can we learn for the delivery of Phase 2?

At the intervention level a robust monitoring and evaluation plan has been developed based on the established Theory of Change, that will utilise a combination of quantitative and qualitative research tools in order to capture the direct and indirect outputs and outcomes of each of the individual interventions in contributing to the overall objectives of the project.

Assumptions about the expected outcomes of the project have formed the basis of the economic assessment modelling (as described in the economics section) and so it will be imperative to monitor actual movement against these impacts as the projects and programmes are delivered.

An allowance has been allocated to fund a programme officer role responsible for monitoring and evaluation to ensure this important element of the programme is properly resourced from the outset. In addition, as part of the partnership arrangements with the Selby Trust, the Trust will undertake an evaluation of the Selby Centre post-completion. The evaluation will be based on their business plan growth strategy.

A dedicated council officer will also be assigned to the delivery of the Selby Urban Village and will be responsible for monitoring and evaluation and reporting to the Project Board and DLUHC.

Critical to this will be a number of steps as follows:

Establishing an Appropriate Governance Structure

- The Selby Urban Village project has been formed through a strong partnership approach with the Third Sector to deliver a comprehensive package of interventions. A working group comprising of key representatives from the partnership, chaired by a senior officer of the council and serviced by Council staff will provide robust and regular scrutiny against project delivery plans and the established Theory of Change. The working group reports to the Selby Steering Group which is chaired by political members and trustees from the Selby Trust. This ensures scrutiny and accountability of the working group.

Establishing a Baseline

- To enable objective evaluation of the impact of the investment, a clear baseline position is needed. Once output, outcome and impact measures are finalised, work will be undertaken to establish the final baseline position. While this is largely already in place, there may be some areas where further primary research is required to fill gaps.
- Establishing outcome-based partnership agreements and lease arrangements to ensure project-wide commitment to the monitoring and evaluation framework and a committed long-term contribution to measuring impact.

Monitoring of impact through the development phase

- The majority of the project outcome will be realised upon completion of the capital investment works. However, during the development phase, the imperative will be to measure project progress against key milestones to track

progress against the programme and budget of each of the initiatives. To this end, a comprehensive delivery plan and risk register has been established (Appendix 23) which will form the basis of a monthly monitoring framework against which the project manager will be responsible for reporting. These monthly reports will be monitored by the council's regeneration team who will work with partners and external project managers to identify and mitigate any risk to the programme, budget or outcome. On a quarterly basis, progress reports will be compiled for reporting to the Board.

- Upon completion of the capital investment, full outcomes of the programme should begin to be realised, as set out in the Theory of Change. To this end, measurement of movement against the established baseline will be undertaken on an annual basis. This will combine quantitative analysis against outputs achieved; qualitative techniques to measure against the wider outcomes expected.

Final Evaluation Report

- One year following completion of the bid-wide interventions; a summary report of outputs achieved and outcomes beginning to be realised will be completed and submitted to DLUCH. This will chart progress against the economic assessment submitted as part of this bid as well as progress towards achieving the Theory of Change.
- An internal evaluation will also be completed one year following the completion of phase 2. This is to gain an understanding as to the wider benefits realised through the delivery of the Selby Urban Village project.

Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration LUF Round 2 Pro formas V6.1 Proforma 7 signed by Peter 30062022.pdf

Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration LUF Round 2 Pro formas V6.1 Proforma 8 (003).docx completed.pdf

Publishing

URL of website where this bid will be published <https://www.selbyurbanvillage.co.uk/>

Additional attachments

Additional file attachment 1

Upload attachment Full Referenced Appendix - Selby Urban Village.pdf

Additional file attachment 2

Upload attachment Support Letters - Selby Urban Village.pdf

Additional file attachment 3

Upload attachment

Phase 1 - Selby Urban Village - Project Cashflow.xlsx

Additional file attachment 4

Upload attachment

Selby Urban Village - Phase 1 - Architectual Project Summary.pdf
