

TO DARE IS TO DO

Mr Martin Cowie
Housing, Regeneration and Planning
Haringey Council
River Park House
225 High Road
London N22 8HQ



31 May 2023

By email: martin.cowie@haringey.gov.uk

Dear Mr Cowie

Tottenham Hotspur Stadium
Application to amend Condition B16 (Major Non-association Football Events) of
Planning Permission HGY/2015/3000
Application Reference HGY/2023/0823

The purpose of this letter is to provide an update on and response to the Club's community engagement following the submission of an application for a non-material amendment to Condition B16 of the Tottenham Hotspur Stadium planning permission.

This letter specifically addresses:

- the Special Business and Community Liaison Group (BCLG) meeting on 13 April;
- the meeting with the Tottenham Traders Partnership on 2 May;
- a meeting with the Council's Head of Waste on 15 May;
- the Club's comments on the four objections received in response to the application; and
- an update on the ongoing review of the Stadium Local Area Management Plan (LAMP) insofar as is relevant to this application.

Additionally, the Club is currently monitoring the Beyonce concerts closely and utilising community feedback during the course of the concerts to make operational changes. Through BCLG we shall also seek feedback following the Beyonce concerts to feed more widely into the LAMP review process.

Business and Community Liaison Group

The Club held a BCLG meeting on 7 March, before the application was submitted. The proposed concerts were discussed with the BCLG members and it was agreed that the Club would hold a 'special' BCLG meeting following the submission of the application specifically to discuss the proposed concerts. It was agreed also that the 'special' BCLG meeting should be expanded to include more Ward Councillors and community representatives.

The 'special' BCLG meeting took place on 13 April and was attended by Ward Councillors representing Bruce Castle, Northumberland Park, Tottenham Hale, Tottenham Central, and South Tottenham Wards; representatives from the Headcorn Tenterden Beaufoy Gretton (HTBG) Residents Association, Northumberland Park Residents Association, Coombes House Residents Association; representatives from the Tottenham Traders Partnership and nine individual businesses; representatives from two local churches; and a representative from the Tottenham Hotspur Supporters Trust. A number of Council officers and Club staff members were also present.

Attendees were provided with details of the application by the Club and were encouraged to provide their comments on the application to the Council by 4 May. A total of seven representations have been received in response and are considered in one of the subsequent sections below.

The following issues were raised by BCLG attendees with the Club's corresponding response italicised:

- 1) Road closure and CPZ timings: concerns that road closures will be implemented at 3pm preventing residents accessing properties or receiving guests in the afternoon. This issue could be exacerbated as concert dates coincide with half-term.

Road closures will be in place from 5pm – not 3pm – and are necessary to ensure the safety of ticketholders, residents, and pedestrians pre- and post-event. As evidenced within the NMA application, there is little difference between concert and non-concert MED road closure durations, which both make a careful balance between minimising the impact on the local community whilst ensuring public safety. The duration of road closures is established and reviewed as part of the LAMP.

The use of resident and visitor permits allows local residents and business access through vehicle checkpoints during all but the busiest periods pre- and post-event. Those periods are unlikely to last more than 90 minutes per night.

Any changes to the Major Event Day (MED) CPZ need to be supported by evidence through S.106 monitoring and then implemented if there is community consensus. Our understanding from LBH is that there is currently insufficient support locally for any changes to the timing of the MED CPZ. It should be noted that the MED CPZ operates in exactly the same way for concert and non-concert MEDs. Enforcement and the issuing of PCNs is the responsibility of the Council.

- 2) Stewarding: concern that stewards are casual employees and not always aware of operational details of events.

A significant proportion of stewards are employed from the local area and the Club's main stewarding companies – Carlisle and CSP – frequently recruit at jobs fairs held at the Stadium by the Club's Foundation.

Stewards are provided with briefing packs for each event that are derived from the LAMP, so that they can provide clear and consistent advice.

The Club has increased the recruitment of directly employed steward supervisors to ensure greater operational continuity between events. The Club will enhance the pre-briefing of staff ahead of events and provide bespoke briefings for each event.

- 3) Litter and potential for anti-social behaviour: insufficient cleaning of streets post-event.

Post-event street cleaning and waste collection is undertaken by the Council's contractor (Veolia) in accordance with a service level agreed between the Club and the Council in advance of each third party event (i.e. for all concerts and non-concert major events). The Club pays for the entire cost of street cleansing and waste collection for all third party events. As part of the original S.106 legal agreement, the Club also provided £30,000 of funding for the installation of new litter bins.

The Club attended a meeting with the Council's Assistant Director, Planning, Building Standards & Sustainability and Head of Waste on 15 May where the Club was advised by officers that the system for major non-football events is working well and the system for major football events is being discussed. Further details are set out below.

In addition, the Club has reviewed the positioning of stewards and increased the visibility of litter bins on egress to prevent guests leaving with food and drink containers with effect from the Beyonce concerts onwards. The Club will also amplify messaging around the 'Spurs Respects' agenda on stadium concourses as well as communicating to ticket holders pre-event.

For all third party events, we communicate our Spurs Respects agenda to ticketholders via email pre-event. This includes guidance on how to be considerate to our neighbours, including information about toilet locations and how to dispose of waste correctly. This information is further communicated on concourse screens where possible on egress from the Stadium.

The Club also has plans for a litter awareness campaign, "Don't mess with Tottenham", which will be launched in due course in conjunction with the Council.

Through this campaign the Club will reach out to local schools via the Tottenham Hotspur Foundation and host workshops emphasizing the importance in taking pride in the local community whilst educating young people about the importance of recycling. The Club will amplify the messaging of the campaign through Club Ambassador and player involvement, increasing the profile of the campaign amongst the Club's fans.

Local residents have been made aware through the Club's local alert service and individual letters to every household within a 500m radius, that the Club's event day resident phone line will be in operation 24 hours/day from Sunday 28 May until Monday 5 June over the course of the Beyonce concerts.

4) Community tickets should be distributed locally.

The Club will be allocating a total of 500 community tickets to residents across the five Beyonce concerts. This includes an allocation of 100 to Haringey Council who will distribute tickets to care leavers; 100 tickets to community groups and local organisations; and 300 tickets to local residents within the vicinity of the stadium. Priority will be given to the streets closest to the Stadium that are most impacted by event day measures.

5) There is limited economic benefit to the area.

During the course of this engagement and most notably during the Club's meetings with the Tottenham Trader's Partnership and BCLG, the Club has received feedback from businesses locally who say they have benefited significantly from third-party events – particularly those with food and beverage offerings. Please see details below of the meeting held by the Club with the Tottenham Traders Partnership on 2 May.

More generally, football and third party events at the Stadium contribute approximately £300 million to the local economy and last year the Club's activities attracted over 1.6 million visitors to

Tottenham, many of whom visited local businesses for food and drink. Almost 4,000 jobs are supported by the Club and we have a huge number of staff employed on event days from the local area.

- 6) Toilet signage: specific request for signage on corner of Love Lane and Whitehall Street.

The positioning of toilets is set out in the Local Area Management Plan (LAMP) and agreed with officers, taking account of feedback from the community. Additional toilet signage will now be sited at the junction of Love Lane and Whitehall Street in response to this request. The siting of toilets and signage will continue to be the subject of community feedback and refined where necessary through revisions to the LAMP. By way of most recent example, additional directional signage has been added for the Whitehall Street event toilets in response to community feedback and our own operational observations during the first Beyonce concert on Monday 29 May.

- 7) Information about events should be communicated as widely as possible.

The Club has a well-established local communications plan for third-party events which includes sending direct letters to all homes on streets within a 500m radius of the Stadium. In addition, tailored letters are sent to residents on streets most impacted by operational activity including Worcester Avenue, Park Lane, and Bromley Road.

The Club's local alert service also sends key information about event day measures and operations via email and SMS to over 2,000 residents.

The link below is hosted on the Club's website and sets out all the different means by which the local community can be made aware of forthcoming events:

<https://www.tottenhamhotspur.com/media/18652/local.pdf>

For ease of reference, there are currently 15 ways for the local community to find out when an event is taking place, including: the 'Blue Book' (see below); the THFC eCalendar; the local email and SMS alert service (referenced above); the Ask Spurs function on the THFC website; the interactive event phoneline, which provides details on forthcoming events and road closures; THFC's Twitter account; THFC's Facebook page; Event Day CPZ entry signs (which display the date of the next two forthcoming events); TfL communications at White Hart Lane, Northumberland Park, Tottenham Hale and Seven Sisters stations and via TfL's own channels; yellow Advance Warning signs, which are located at 40 key locations; The Spurs Shop and Tottenham Experience; external Stadium and Tottenham Hotspur screens; the Stadium campus electronic 'post and flag' signs; and (where implemented by TfL and Highways England) Strategic Messaging Systems on the M25, North Circular and other strategic roads providing advance warning of a forthcoming event.

Following on from the BCLG and TTP meetings, the Club is now in dialogue with the Council's communications team about the Council hosting a page on its website that sets out details of all forthcoming events at major venues in and around Haringey, including the Tottenham Hotspur Stadium; Alexandra Palace; Finsbury Park and the former IKEA at Meridian Water (where Broadwick Live have applied for a premises licence to hold events for up to 15,000 people).

- 8) Congestion caused by shuttle buses on White Hart Lane particularly when ticketholders leave the Stadium.

The traffic signals at the junction of White Hart Lane and the A10 is a key cause of the congestion. This will be fed-in to the next LAMP review and is already being reviewed by Transport for London

who are responsible for the junction. The Club-funded shuttle buses are an important component of the Stadium Transport Plan and LAMP and contribute to minimising trips by private car.

- 9) Information about local recruitment opportunities should be communicated as widely as possible.

The Club has created over 4,000 jobs as a result of the Stadium and associated developments. Each Thursday the Club's charitable Foundation hosts drop-in sessions at Percy House to provide application and interview guidance for those seeking jobs. A variety of jobs at the Stadium are also advertised including roles in hospitality, security, event support and retail.

- 10) The concentration of the Beyonce concerts (5 days in 7) is overly burdensome for the local community. The Club should commit to a maximum number of consecutive events in subsequent years.

Although the Beyonce concerts are not the subject of this application, the Club will be monitoring those impacts very carefully; has engaged (through the BCLG and TTP meetings) with the community in advance; and will receive feedback after the events in order to further refine operations. It is rare however that a single artist will perform five concerts at a single venue and in this instance reflects the global profile of Beyonce and, indeed, she is performing with 'break' days.

Although there is currently no restriction in the Stadium planning permission on the number of concerts that can be held consecutively (up to the current maximum of six), the Club would accept a restriction that during the remainder of 2023, no artist can perform more than three consecutive concerts unless otherwise agreed in writing with the Council.

Furthermore, although there is also no restriction on the number of boxing events that can be held (up the current maximum of ten), the Club would accept a restriction for the remainder of 2023, that no more than two boxing events can be held, unless otherwise agreed in writing with the Council. This is to reflect the greater impact that the combination of a higher capacity and late finish associated with boxing events can have on the local community.

Tottenham Traders Partnership (TTP)

The Club held a special meeting with representatives from the Tottenham Traders Partnership (TTP) on 2 May. The meeting was attended by fourteen members of the TTP, in addition to the Council's Cabinet Member for Economic Development, Jobs and Community Cohesion (Cllr Adam Jogee) and various Council officers with responsibility for business liaison. The following issues were raised with the Club's responses italicised:

- 1) The Club should utilise the 'Buy Haringey' app during the concerts this Summer to encourage ticket holders to visit local businesses.

The Club has previously worked with the TTP to promote offers on Haringey Council's Buy Haringey app to coincide with local events such as the Tottenham Winter Festival. The Club will do this again for forthcoming concerts encouraging ticket holders to download the app and take advantage of offers from local businesses across the Borough.

- 2) Event day parking suspensions are too long and LBH should do a public consultation on parking restrictions.

Parking restrictions are determined via the Local Area Management Plan (LAMP) and agreed with Haringey Council. As evidenced within the NMA application, there is little difference between

concert and non-concert MED road closure durations which both make a careful balance between minimizing the impact on the local community whilst ensuring public safety.

Any changes to the MED CPZ need to be promoted by evidence through S.106 monitoring and then implemented if there is community consensus. Our understanding from LBH is that there is currently insufficient support locally for any changes. It should be noted that the MED CPZ operates in the same way for concert and non-concert MEDs.

- 3) The Club should do more to sign-post businesses and activities in the wider Borough and inform stewards/way-finders so that they can inform ticketholders about pubs/café/activities in the vicinity.

As above, the Club will work with Haringey Council to promote offers on the Buy Haringey app and work with Haringey Council's comms team to promote on LBH channels. The Club is also working with the TTP to put together a local business directory that the Club will amplify through its communications channels.

- 4) The Club should explore opportunities for artists to visit local businesses.

Where possible the Club will explore opportunities for artists to engage with local schools, community projects and businesses and have already had discussions with promoters about facilitating such visits.

- 5) Businesses should receive advanced notice of event day measures to plan accordingly.

The Club communicates event day measures by letter to all businesses within a 500m radius of the stadium. However, where possible the Club will look to do so sooner to members of the Tottenham Traders Partnership. Regular TTP meetings are the most appropriate forum to communicate this.

Meeting with Haringey Head of Waste

The Club met with the Council's Head of Waste and Assistant Director for Planning, Building Standards and Sustainability on 15 May.

It was agreed by the Club and officers that the current street cleansing and waste collection arrangements (which are paid for by the Club) are considered to be working well for major non-football events. However, as with all other aspects of the LAMP, they remain under constant review. Unconnected with this application, further meetings are being scheduled to address the corresponding arrangements for the Club's football matches.

The Club is also working with the Council's Waste and Communications teams in respect of a littering awareness campaign (provisionally entitled "Don't mess with Tottenham"), which will be implemented during the close season.

Application Responses

At the time of writing, there have been seven representations submitted in response to the application.

One of the representations is from the Haringey Council NLWA & Waste Strategy Manager, who confirms that on the basis that the current street cleaning/waste collection arrangements (described earlier in this letter) are unaffected by this application and therefore she has no comments.

There are six representations from local residents – four described as objections and two that are neutral.

One of the objectors cites the impacts that will arise from *additional* events being held at the stadium, but no *additional* events are being applied for in this application.

One of the objectors cites littering and anti-social behaviour associated with events at the stadium as a concern; that no provisions are made for queues at the four event stations; and that the Club leaves the Council to clean up after an event. The approved LAMP sets out the queue management arrangements that are in place for each type of event. As noted previously in this letter, street cleansing and waste collection measures are agreed between the Club and the Council before every third-party event and paid for by the Club. Council officers have indicated that they believe the current street cleansing and waste collection arrangements for third party events are working well.

One objector notes the impact of events at the Stadium and suggests that the local community should be more closely involved in the LAMP, which the Club agrees with (please see LAMP update below).

One of the objectors (who are also members of the BCLG) repeats concerns that they have previously raised in BCLG meetings about the impact of events on the local area; concerns about what the Club is applying for; and the timing of the Club's application relative to their announcement. The Club believes that scope and purpose of the application however is very clear and it relates only to 2023.

Whilst the Club carefully notes these objections, most of the issues raised are already being dealt with through existing LAMP provisions and the Club's ongoing engagement with the local community outside of this application. The Club is not seeking any additional events through this application but flexibility between the approved number of concert and non-concert events. None of the objections relate to the difference in impacts between concerts and non-concert Major Events.

Local Area Management Plan Update

Although not the subject of this application, the majority of the issues raised through the community engagement around this application relate to the LAMP and we therefore provide an update on the LAMP review process here.

In accordance with the Stadium S.106 agreement, the Club is conducting a review of the LAMP with the Council and subject to community engagement later in 2023. In addition to ongoing feedback from the local community, the LAMP review will be informed by the results of independent monitoring carried out by the Club on behalf of the Council across a number of different football and non-football events during the 2022/23 season. This will ensure that any changes to the LAMP are evidence-based and also informed by feedback from the local community.

The following elements of the LAMP review are of most relevance to this application:

- Street Cleansing and Waste Collection (as noted above).
- Emergency Corridor Parking Controls, where the new prescribed route is with Council officers for comment/approval following a multi-agency meeting on 20 January.
- Parking Bay and Waiting Restrictions review, where the draft scheme is now with Council officers for detailed design following a meeting between the Club and the Council on 9 March.
- Advance Directional Signage (yellow AA signs) where the Club is working with Council officers to agree a permanent scheme of advance directional signs to replace the temporary 'A-frame' signs. Meeting between the Club and the Council held on 26 May to discuss the Club's proposed scheme.

- Park Lane Firegate, where the Club is liaising with the Council to install a new camera-enforced control at the Club's cost. Because of the lead-in time for the delivery of the camera, the project is likely to extend another 10-12 weeks.
- Major Event Day CPZ, where the Club and the Council(s) will review the independent event day monitoring report to establish if any changes may be needed to the CPZ extent or timings ahead of the 2023/24 season.
- Traffic Order review, where the Road Closure Orders are being converted from temporary to permanent Orders. This project has now been completed.
- Surface Transport Management Improvements, where independent event day monitoring will inform a review by Transport for London of local traffic signals (including the White Hart Lane/A10 junction).
- Major Event Day Toilets, where the updated toilet plan for both football and third party events will be updated on the Club's website and the Blue Book.
- Station Queue Management, where operational experience and independent event day monitoring will inform amendments to the four station Queue Management Plans, particularly at Northumberland Park station where there is evidence of queue jumping.
- The 'Blue Book', which was produced and distributed in electronic and hard copy form to the local community before the Stadium opened to inform the local community of Stadium operations. The Club is in the process of reviewing and updating the Blue Book and will consult with the local community (through the BCLG and TTP) before producing and distributing a revised version before the start of the new season. An internal review of the Blue Book is being held on 8 June.
- THFC Website is being updated in advance of the 2023/24 season to reflect updates to the LAMP and to improve clarity.

The Club therefore remains fully committed to engaging with the Council on all aspects of the LAMP and always striving for improvements that minimise the impact of Major Events on the local community, whilst continuing to deliver the socio-economic benefits that they bring.

Furthermore, the Club has acted in response to various requests from Ward Councillors at BCLG to ensure that the community benefits from third party events. For example, the Tottenham Hotspur Foundation and NFL Foundation are making a significant joint investment in a project to create life-changing opportunities for people in Tottenham. Further to this, the Club has now established fortnightly meetings with the NFL to discuss community issues in Tottenham in the lead-up to the October games.

In summary, the Club engaged with the local community in respect of this application, primarily through an enlarged BCLG meeting and a meeting with the TTP. The issues raised throughout the engagement – although primarily relating to the LAMP – have been noted and addressed in this letter.

During an extended consultation period in which the Club actively encouraged the local community to comment upon the application, there have been only four objections. Concerns raised are being dealt with through the ongoing engagement processes and the LAMP, but do not raise any concerns in relation to what this application is seeking.

We hope this enables the application to be determined as a non-material amendment without further delay, however, please do not hesitate to contact me if you require any further information or clarification.

Yours sincerely

Richard Serra MRICS MRTPI
Property Director

**Tottenham Hotspur
Football & Athletic Co Ltd**
Lilywhite House, 782 High Road,
London N17 0BX

Telephone: +44 (0)344 499 5000
Facsimile: +44 (0)20 8365 5175
tottenhamhotspur.com

Registered Number: 57186 England

