

TOTTENHAM HOTSPUR FOOTBALL CLUB
**WHITEWEBBS PARK GOLF COURSE
& ADJACENT LAND**

INFORMAL TENDER

WHITEWEBBS LANE,
ENFIELD, LONDON
2 MARCH 2020



STRICTLY CONFIDENTIAL AND LEGALLY PRIVILEGED

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WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

- 0.1 This Executive Summary is a four-page summation of Tottenham Hotspur Football Club's Informal Tender for Whitewebbs Park Golf Course and adjacent land (WPGC) being submitted to the London Borough of Enfield (LBE) on Monday 2 March 2020.
- 0.2 For ease of reference each key point is cross referenced to the relevant section and page for more detail.
- 0.3 Whitewebbs Park Golf Club and Whitewebbs Wood present a once in a generation opportunity to create a regionally significant asset for Enfield. Tottenham Hotspur Football Club ("The Club") very much welcomes the opportunity to respond to this challenge. As a leading sports club and an adjoining landowner, we offer a unique combination of financial security, a deep understanding of the local area, a passion for sport, leisure, inclusivity and education and an innovative proposal backed by an experienced team (Introduction pages 8-12).
- 0.4 The Club's bid is for the entirety of the 97.8 Ha site (Introduction pages 10-12 and section 2) and is underpinned by a masterplan which ensures that LBE's five stated objectives are achieved alongside the introduction of a football academy for women and girls that will also allow the Club to provide a significant grassroots and community facility.
- 0.5 In addition to meeting the Council's stated objectives, there are four additional tenets of the Club's proposal that make it a unique and innovative proposition (Introduction pages 10-12):
- a. The creation of a regionally significant **Women and Girls' Football Academy**, inspired by the success of the men and boys' Training Centre, that will focus on the development of football at grassroots level in the Borough and beyond. The Academy will work in conjunction with the (newly promoted and now professional) Tottenham Hotspur Women's first team; the Club's Global Coaching Team; and the Club's charitable Tottenham Hotspur Foundation to help the Council grow participation levels in sport and leisure among women and girls.
 - b. In addition to providing football accommodation specifically for the Football Academy for Women and Girls, the facilities would also enable the Club to enhance its existing proposals for the adjacent **Spurs Environmental Centre & Nature Reserve**, as new classroom facilities and more pitch time will be available for more general school use.
 - c. The innovative establishment of the Country's first **Habitat Bank** centred on an ecologically enhanced Whitewebbs Wood, along with the conversion of the current golf course into restored historic parkland.
 - d. The Club has identified that there is a need for investment in all areas of grounds care training. In launching our **Sports Turf Academy**, we will be administering and delivering a whole range of courses on site, via our external teaching partners. We aim to produce a new generation of exceptional Sports Turf, Greenkeeping, Horticultural and Mechanical staff by giving the sports turf industry a world class facility to educate students. These courses are intended to cover grass roots and voluntary grounds care through to high end professional level. Courses will include one day specialised courses i.e. tractor driving, hedge trimming and chainsaw training, mechanical, horticultural and Health and Safety dedicated to grounds care.

EXECUTIVE SUMMARY - CONTINUED

0.6 The bid is clear about the proposed sub-division of the site:

- a. 17.42 Ha – or just 17.82% of the site would be for outdoor sport and recreation in accordance with **LBE Objective 4** (Area 1 on the plan page 12)
- b. 20.08 Ha – or nearly 20.54% of the site would see restored historic parkland and landscape in accordance with **LBE Objective 3** (Area 2 on the plan)
- c. 47.23 Ha – or 48.32% of the site would be retained as Whitewebbs Woods with enhanced biodiversity and public access in accordance with **LBE Objectives 1 and 3** (Area 3 on the plan)
- d. 11.13 Ha – or 11.38% of the site would be a proposed for community re-wilding expansion in accordance with **LBE Objective 3** (Area 3a on the plan)
- e. And 1.89 Ha – or 1.93% of the site would be enhanced wood meadow linking Whitewebbs Wood to the Dickenson’s Meadow in accordance with **LBE Objectives 1 and 3** (Area 3b on the plan).

0.7 Whitewebbs Wood, along with areas 3a and 3b would be subject to a proposed ‘Habitat Bank’ of around 60 Ha that would secure its long-term maintenance and improvement in accordance with **LBE Objective 3**.

0.8 The historic parkland and landscape proposal is informed by a detailed analysis of the history of the area (Section 2a page 16) and the overall layout is informed by the context and topography (Section 2a page 17).

0.9 Enhancing public access is **LBE Objective 1** and is covered in Section 2b (pages 22-27).

We propose to increase the amount of paths from around 13km (section 2a page 18) to over 16km (section 2b page 24). Specifically, some 2.5km of this will be designated for bridleway around the site perimeter. We would seek to secure around 2km of current “permissive paths” as formal rights of way. Wayfinding signage and maintenance would be enhanced for all these accessible areas.

0.10 The 97.8 Ha would see a significant increase in “open” land as opposed to “managed” land or land with restricted access (e.g. the current golf course). The graphics on pages 19 and 26 in sections 2a and 2b show the change, summarised on page 27. The amount of open land increases by 22 hectares from just under 60 to over 80, an increase of over a third, and managed space reduces by over half from 40 to around 18 hectares.

0.11 The biodiversity and landscape enhancements are central to the Club’s proposals and whilst the amount of land being enhanced is large, it is the quality and attention to detail which is most important (Section 2c pages 28-43). Five key areas have been identified in the landscape masterplan (page 29) namely:

- a. **Area 1** for outdoor sport and recreation (i.e. sports pitches and associated facilities)
- b. **Area 2** is the restored historic parkland
- c. **Areas 3** is Whitewebbs Wood
- d. **Area 3a** would be enhanced riparian area to the south of Whitewebbs Wood
- e. **Area 3b** would be enhanced area to the north.

EXECUTIVE SUMMARY - CONTINUED

- 0.12 Area 1: The Club proposes around five to six natural pitches and two artificial pitches. These would be located at the northern end of the golf course site to minimise any impact on Whitewebbs Wood. Each pitch would be surrounded by biodiverse wildflower meadows and enhanced by extensive tree planting. They would be used for women and girls' football, which is now the biggest women's team sport in the UK (section 2c page 30 and section 2d pages 46-51).
- 0.13 Area 2: The former golf course would be partly returned to restored parkland, based on the 19th century lay out (section 2a page 16 and section 2c page 31).
- 0.14 Area 3: Whitewebbs Wood would, to a large degree, remain as it is. The focus would be on enhancing the ecological and recreational value of these 50 Ha, albeit with less obtrusive recreational activities, such as walking, cycling, horse riding. A new bridleway is proposed around the perimeter (section 2b page 24 and section 2c page 32).
- 0.15 Area 3a: Would see enhanced riparian landscape around Cuffley Brook, providing a valuable ecological link to the south of Whitewebbs Wood (section 2c page 33).
- 0.16 Area 3b: At the northern end of the site there is the potential to link Whitewebbs Wood with the new nature reserve at Dickenson's Meadow to the east with an enhanced wildlife corridor (Section 2c page 33).
- 0.17 A detailed Ecology Strategy, focused on biodiversity and habitat conservation, is set out on pages 34-43 of section 2c. Central to this is the creation of a 60 Ha Habitat Bank that would service the mandatory biodiversity net gain (BNG) requirements of Enfield's development for the foreseeable future. The Government is mandating the delivery of BNG as part of the development process through the Environment Bill which will require every development to deliver at least a 10% gain in baseline biodiversity as a result of a development project in order to make it compliant with policy. The proposed form, nature and function of the Habitat Bank is set out in detail on pages 38-43. The detail of the Habitat Bank would be developed by the Environment Bank in partnership with LBE (Section 5 pages 71-72).
- 0.18 The Northern Clubhouse would be retained, renovated and extended to provide built accommodation for the proposed football academy for women and girls. In addition to providing use specifically for female grassroots and community football development through the Club's charitable Foundation and Global Coaching teams, the facility will also enable the Club to enhance its offer to schools more generally through the use of classroom space and access to elite pitches (section 2d pages 46 and 49-51).
- 0.19 The Southern Clubhouse would be converted into an upgraded cafe and visitor centre with toilet facilities (section 2e page 53) in accordance with **LBE Objective 5**.
- 0.20 The planning analysis is set out in section 3 pages 54-58. It notes that the proposals, whilst on Green Belt land, are seen as appropriate by LBE, with particular support for the Habitat Bank and the broadening of the recreational amenity of the site. Maintaining and improving open spaces is a key corporate objective of the council.
- 0.21 In accordance with **LBE Objective 2**, community engagement is a key element of the proposal. The club would coordinate closely with LBE, engage openly and constructively with all interested parties through the planning process and maintain an open dialogue through construction and into operation (Section 4 pages 59-69).
- 0.22 Nine key communications strategies have been identified and set out (page 61-62) including the suggestion to create a WPGC liaison group. A stakeholder map has been produced (page 64) and a more detailed list of stakeholders, totalling over 200 is prepared (but for GDPR reasons not part of the bid at this stage).

EXECUTIVE SUMMARY - CONTINUED

- 0.23 The programme of communications is broken down into five clear phases – shortlisting to selection, selection, planning, construction and operation. For each section the club has set out the aims, the audiences and the broad activities. Assuming a smooth programme, the Club would target submission of a planning application in the autumn – perhaps October 2020 – and a decision in the spring of 2021 (pages 65-69).
- 0.24 The Club's financial standing and business plan is set out in section 5 pages 70-72. The Club's credit rating is deemed 'strong investment grade' backed by headline revenue figures from the last three audited accounts showing a growth from £309 million to £460 million. The capital required to deliver this project would be underwritten by Tottenham Hotspur Ltd.
- 0.25 The Club's financial offer is set out in section 6 pages 73 to 74. The Club confirms it would take a 25-year lease and subject to various conditions is prepared to offer £2 million as a net present value.
- 0.26 Where possible existing staff would be transferred under TUPE agreements.
- 0.27 Appendix A (pages 75-83) sets out the Club's credentials. The Club has invested over £1.13bn in Haringey and Enfield since 2007. The work of the Club's Foundation is set out on page 79 and along with the Club's Global Coaching team, will be an important partner in delivering the grassroots and community programmes in the Football Academy for Women and Girls.
- 0.28 The delivery of the Training Centre, kitchen garden, wildflower meadow and the Lodge all demonstrate the Club's commitment to attention to detail, balancing activity with biodiversity and in the case of the Lodge a sensitive addition to a locally historic building on the Green Belt (pages 78-83).
- 0.29 Finally, the proposal will allow the Club's Head of Playing Surfaces, Darren Baldwin in partnership with Capel Manor College, to expand the Turf Academy, which is training the next generation of groundstaff and greenkeepers in conjunction with other leading sports venues.
- 0.30 The professional team comprises Professor David Hill CBE, The Landscape Agency, F3 Architects, Quod and London Communications Agency. Their experience is set out at pages 84 to 99. Between them they have decades of experience working with the club.

1.

WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

INTRODUCTION



1. INTRODUCTION

1.1 Whitewebbs Park Golf Club and Whitewebbs Wood present a once in a generation opportunity to create a regionally significant asset for Enfield. Tottenham Hotspur Football Club (“The Club”) very much welcomes the opportunity to respond to this challenge.

1.2 The remainder of this document demonstrates how we are uniquely placed both as one of the world’s leading sports clubs and also as the major adjoining landowner, to inject financial might; leading expertise; a deep understanding of the locality; a passion for sport, leisure and education; and innovation into the creation of an asset that Enfield can be truly proud of.



aerial photo of the site

1. INTRODUCTION - CONTINUED

- 1.3 The Club's spatial and financial proposal relates to the entirety of the 97.8 Ha site in order to ensure that we meet LBE's stated objectives for the site and are able to manage the site as a whole.
- 1.4 This document comprises the Club's informal tender in response to the Knight Frank letter dated 19 December 2019 and is structured around the updated evaluation criteria issued with that letter.
- 1.5 The remainder of this introductory section sets out the context for the Club's interest and highlights key elements of our proposal.
- 1.6 Section 2 describes our proposal in detail, which has developed further since the submission of our Expression of Interest and in response to pre-application advice from LBE's planning team. It begins by setting out our understanding of the site through historical research and comprehensive site inspections. It then describes how the Club's proposals will:
- 1.6.1 Enhance public access (LBE Objective 1)
 - 1.6.2 Enhance woodland and open areas (LBE Objective 3)
 - 1.6.3 Provide for a wide range of activities (LBE Objective 4)
 - 1.6.4 Provide enhanced welfare facilities for users of the facility (LBE Objective 5)
- 1.7 In addition to meeting LBE's stated objectives, there are four additional tenets of the Club's proposal that make it a unique and innovative proposition:
- 1.7.1 The creation of a regionally significant Women and Girls' Football Academy, inspired by the success of the men's and boys' Training Centre, that will focus on the development of football at grassroots level in the Borough and beyond. The Academy will work in conjunction with the (newly promoted and now professional) Tottenham Hotspur Women's first team; the Club's Global Coaching Team; and the Club's charitable Tottenham Hotspur Foundation to help the Council grow participation levels in sport and leisure among women and girls.
 - 1.7.2 In addition to providing football accommodation specifically for the Football Academy for Women and Girls, the facilities would also enable the Club to enhance its existing proposals for the adjacent Spurs Environmental Centre & Nature Reserve, as new classroom facilities and more pitch time will be available for more general school use.
 - 1.7.3 The innovative establishment of the Country's first Habitat Bank centred on an ecologically enhanced Whitewebbs Wood, along with the conversion of the current golf course into restored historic parkland.
 - 1.7.4 The establishment of a Sports Turf Academy. The Club has identified a need for investment in all areas of grounds care training. In collaboration with via our external teaching partners, the Sports Turf Academy we will be administering and delivering a whole range of courses on site and from

1. INTRODUCTION - CONTINUED

bespoke education facilities in the adjacent Training Centre.

We aim to produce a new generation of exceptional Sports Turf, Greenkeeping, Horticultural and Mechanical staff by giving the sports turf industry a world class facility to educate students.

These courses are intended to cover grass roots and voluntary grounds care through to high end professional level. Courses will include:

- One day specialised courses i.e. tractor driving, hedge trimming and chainsaw training
- Mechanical
- Horticultural
- Health and Safety dedicated to grounds care.

1.8 Section 3 sets out how the Club's proposal meets national, London-wide and local planning policy and guidance and makes reference to pre-application advice provided by LBE's planning team.

1.9 A comprehensive Communication Plan at Section 4 meets LBE Objective 2 and describes how the Club will approach community engagement during the selection process and then on an ongoing basis through the establishment and management of the facility in the event that the Club is successful in its bid.

1.10 The proposal is underpinned by the Club's own financial standing; a clear and robust business plan; and a financial offer based upon a 25-year lease, as set out in sections 5 & 6.

1.11 Our experience and that of our professional team, which has been selected to assist with the Club's Informal Tender is set out in The Appendices. The team are all leaders in their respective fields and if we are selected, will all be retained by the Club through the establishment and operational phases of the proposal. The team are all longstanding advisors of the Club and have all been involved in local projects, including the recently completed player lodge and the 'Spurs Environmental Centre & Nature Reserve' scheme approved on the adjacent Western (Camp) Field and Dickenson's Meadow.

1.12 This Informal Tender is made Subject to Contract and Subject to Survey. In making this bid, the Club has inspected the Definitive Footpaths Map and notes that public rights of way are recorded against this site. However, it appears to the Club from its own enquiries and inspection that:

- the formal rights of way may not be as indicated on the Definitive Footpaths Map; and
- it appears that third parties may have been exercising informal rights of way over the site and it needs to be established whether any prescriptive rights have been acquired.

1.13 This bid is therefore also made on the basis that should any discrepancies emerge concerning rights of way and public access (informal or otherwise) then the Club reserves the right to amend its bid.

1. MASTERPLAN PROPOSAL



LEGEND

- ① Football Academy for Women and Girls (incorporating grassroots and community coaching) and Turf Academy 17.42Ha (18%)
- ② Restoration of Historic Parkland Landscape with wildflower meadows & public access routes for riding, cycling and walking 20.08Ha (21%)
- ③ Whitewebbs Wood retained as a Community Forest & Habitat Bank with enhanced biodiversity & public access 47.23Ha (48%)
- ③a Enhanced Riparian Landscape. 11.13Ha (11%)
- ③b Enhanced Wildlife Area 1.89Ha (2%)
- ④ 'The Limes' Private Dwelling
- ⑤ Whitewebbs House (presently a Toby Carvery)
- ⑥ Northern Club House to be retained renovated and extended to provide built accommodation for the Academy and classroom space with associated parking
- ⑦ Southern Club House to be renovated to provide public cafe/visitor centre and WCs with associated parking

* All areas are approximate

2A.

WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

THE PROPOSAL - UNDERSTANDING THE SITE



2A. EXISTING SITE

- 2.1 The existing Whitewebbs Park Golf Course and adjacent forest is an area of significant natural potential and is well used and enjoyed by the local community as a natural outdoor amenity.
- 2.2 Whilst the golf course land and forest are generally in adequate condition, the existing infrastructure on site, including both north and south clubhouses and general signage throughout the park, is all in varying states of disrepair and will require significant investment to be brought to a more usable standard.
- 2.3 Both the Golf Course and Whitewebbs Wood lie entirely within the Green Belt, the 'Whitewebbs and Forty Hall Area of Special Character' and an Area of Special Control for Advertisements. With the exception of the existing northern Club House and Whitewebbs House, both areas are also designated as 'Local Open Space'.



Existing bridleway



Whitewebbs Park Golf Course - Southern Clubhouse

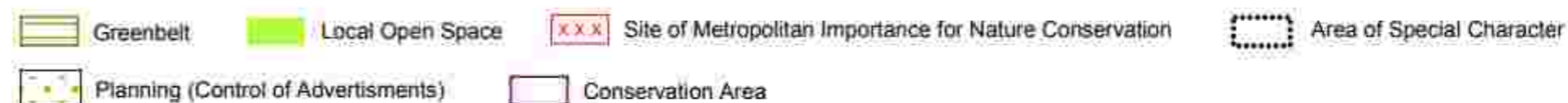


Derelict building in Whitewebbs Wood

2A. EXISTING SITE

2.4 Whitewebbs Wood only is identified as a Site of Metropolitan Importance for Nature Conservation and parts of the southern and western boundaries of the site lie within Flood Zones 2/3 given their proximity to Cuffley Brook and Turkey Brook.

2.5 The Golf Course adjoins the Forty Hill Conservation Area to its west and the Clay Hill Conservation Area to its south. A small parcel of the Golf Course to the south extends into the latter designation, with the remainder of the site being outside of these areas. There are no statutory listed buildings within the site itself although Whitewebbs House, Whitewebbs Park and Conduit House are all locally listed. The following statutory heritage designations also prevail within close proximity of the site boundary: the King and Tinker Public House, Whitewebbs Road (Grade II); North Lodge, Whitewebbs Road (Grade II); South Lodge (Grade II); the Whitewebbs Wood: West End Bridge (Grade II); and the Flash Road Aqueduct, which is a Scheduled Monument.



2A. A MASTERPLAN INFORMED BY THE HISTORIC LANDSCAPE

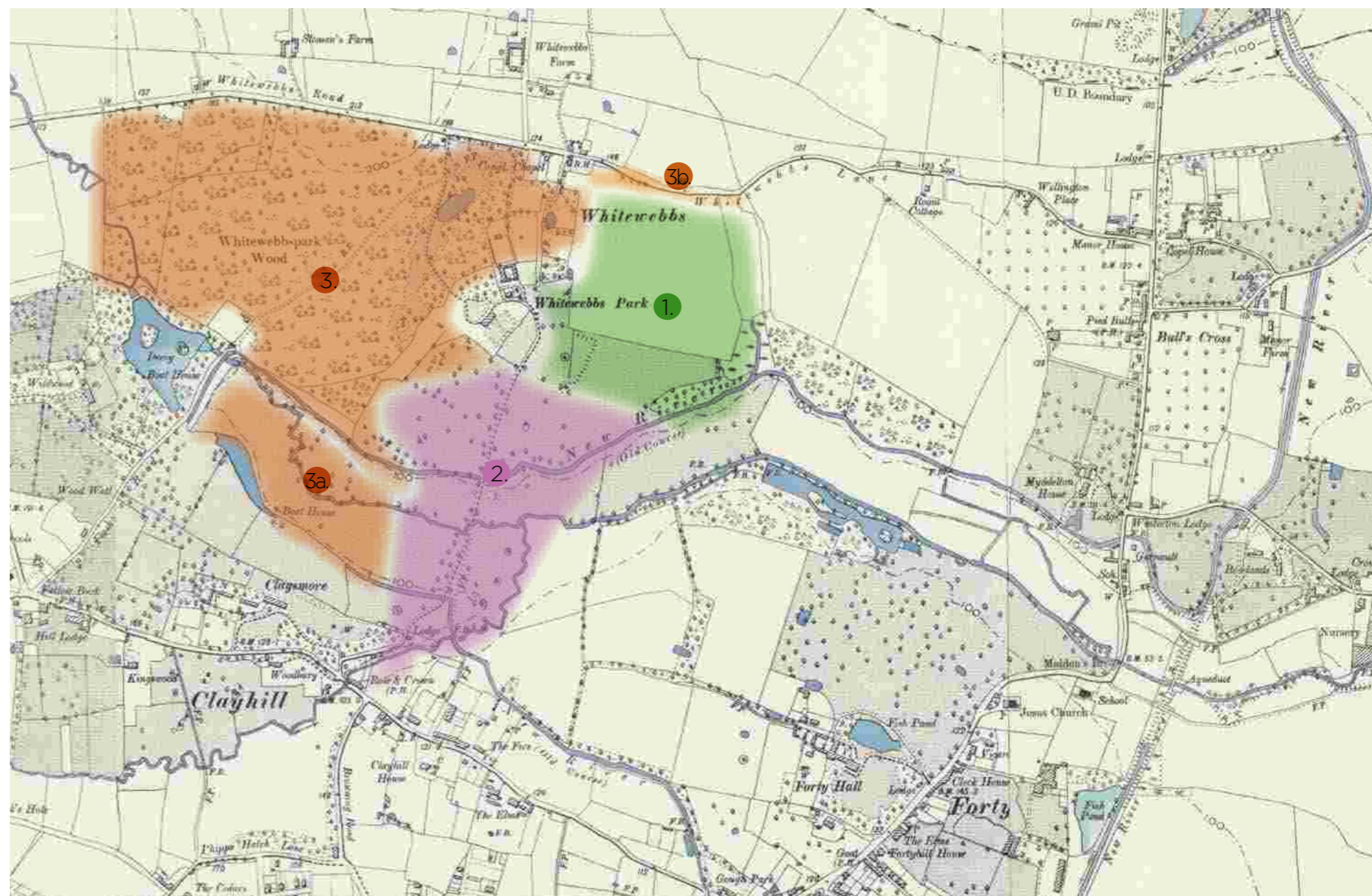
1895

2.6 Landscape proposals across the site are informed by the rich history of the site:

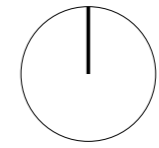
1. Sports Pitches - It is important to note that much of the proposed area for sports pitches largely falls outside the original 19th century designed parkland landscape shaded in dark grey within the historic o/s map and was originally open fields.
2. Restored Historic Parkland - original features of the parkland are still evident today incorporated within the golf course layout including the access drive and Wellingtonia tree clumps. On the historic o/s map Whitewebbs Park is shown covering a large area to the south neighbouring Forty Hall.

Ecological Enhancement Areas:

3. Whitewebbs Wood - historically this has always been a wooded landscape with the existing woodland pond to the north east evident in 1895.
- 3a. The landscape around Cuffley Brook formed part of Whitewebbs Park with a Boat house.
- 3b. The proposed enhanced wildlife area to north was originally part of a network of open fields.



2A. CONTEXT & TOPOGRAPHY

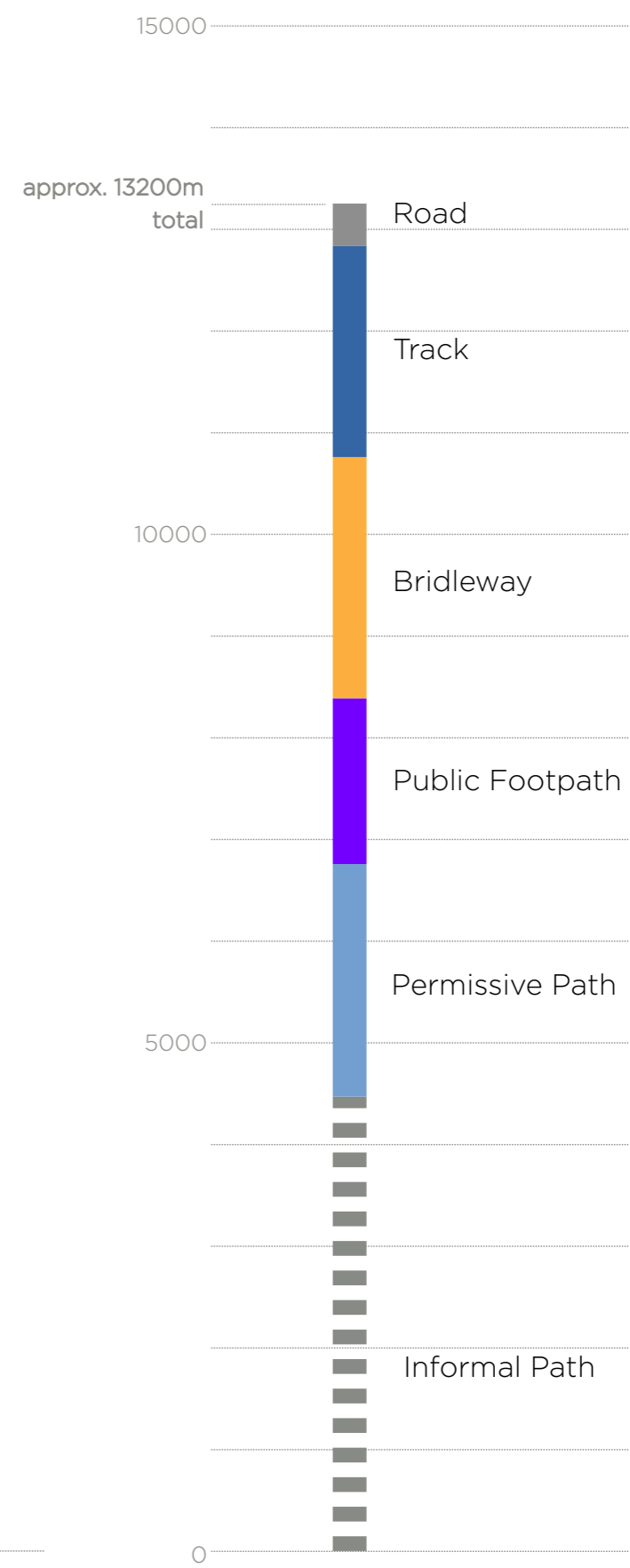
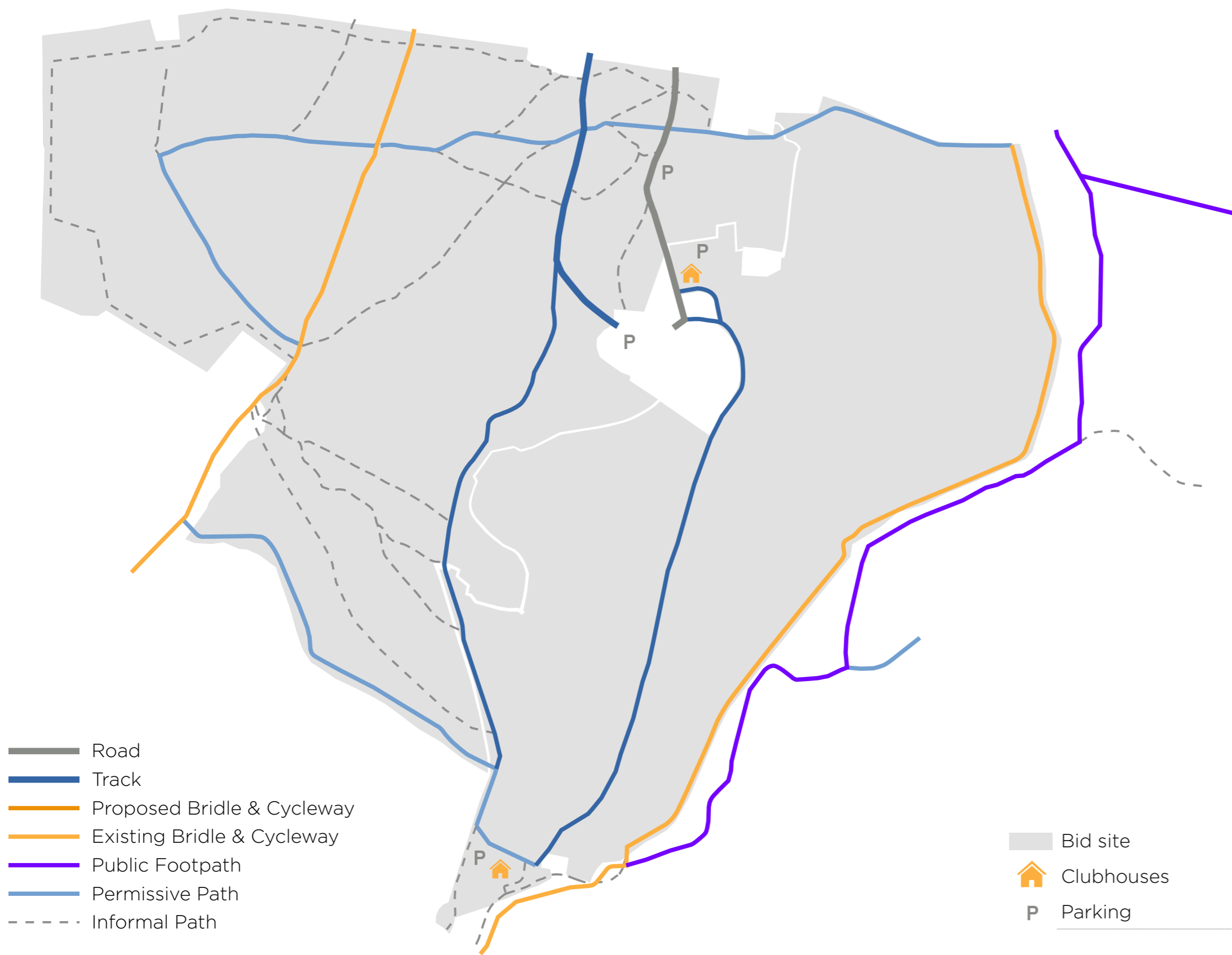


LEGEND

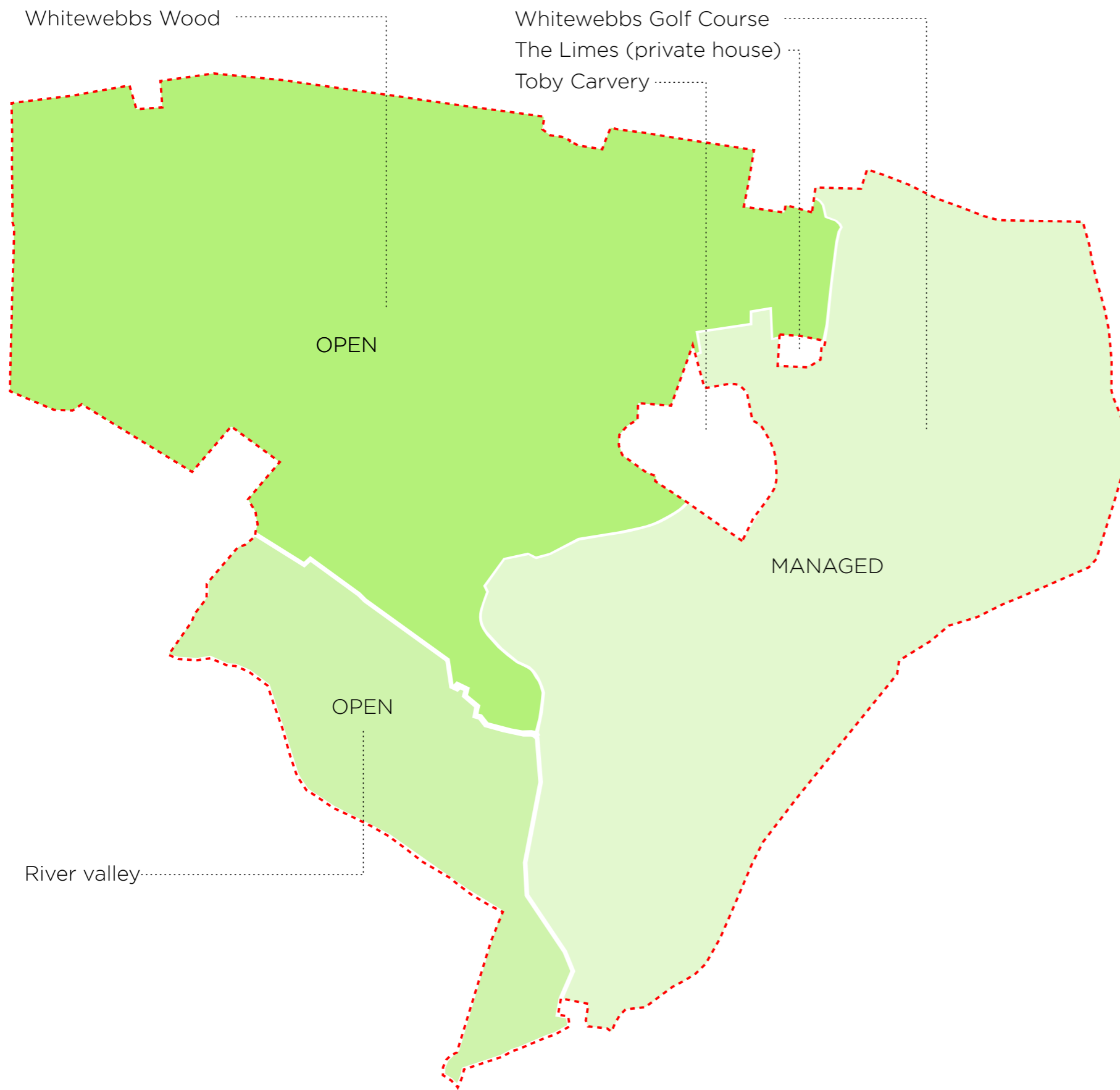
- A. Existing Clubhouses
- B. Whitewebbs House, (presently a Toby Carvery) - Third Party
- C. Whitewebbs Wood
- D. Whitewebbs Park Golf Course
- E. Private Dwelling - Third party
- F. Site Acces
- G. Public House - Third Party

2A. EXISTING PUBLIC ACCESS

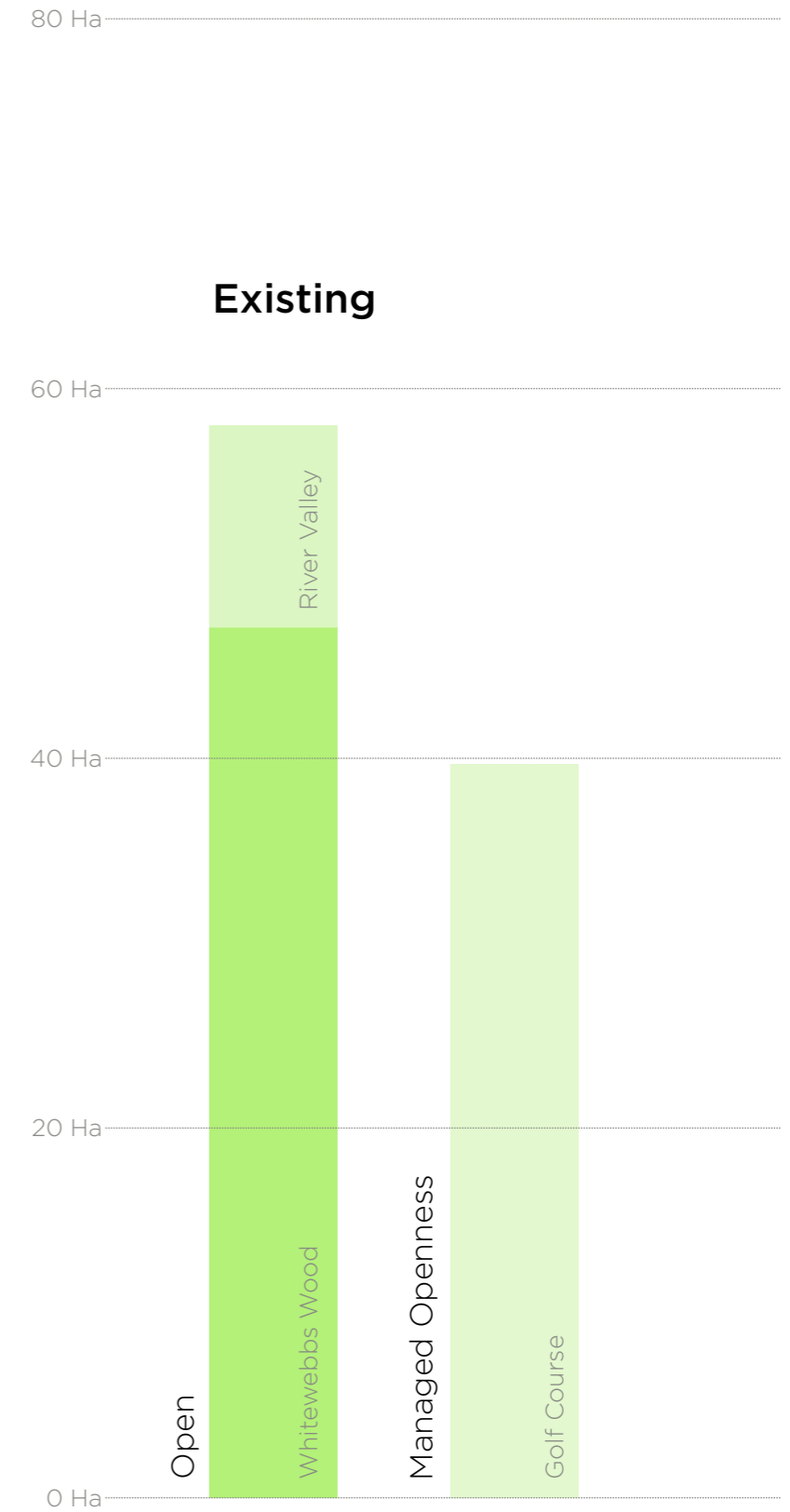
Approximate length of paths in metres within site boundary



2A. EXISTING OPENNESS

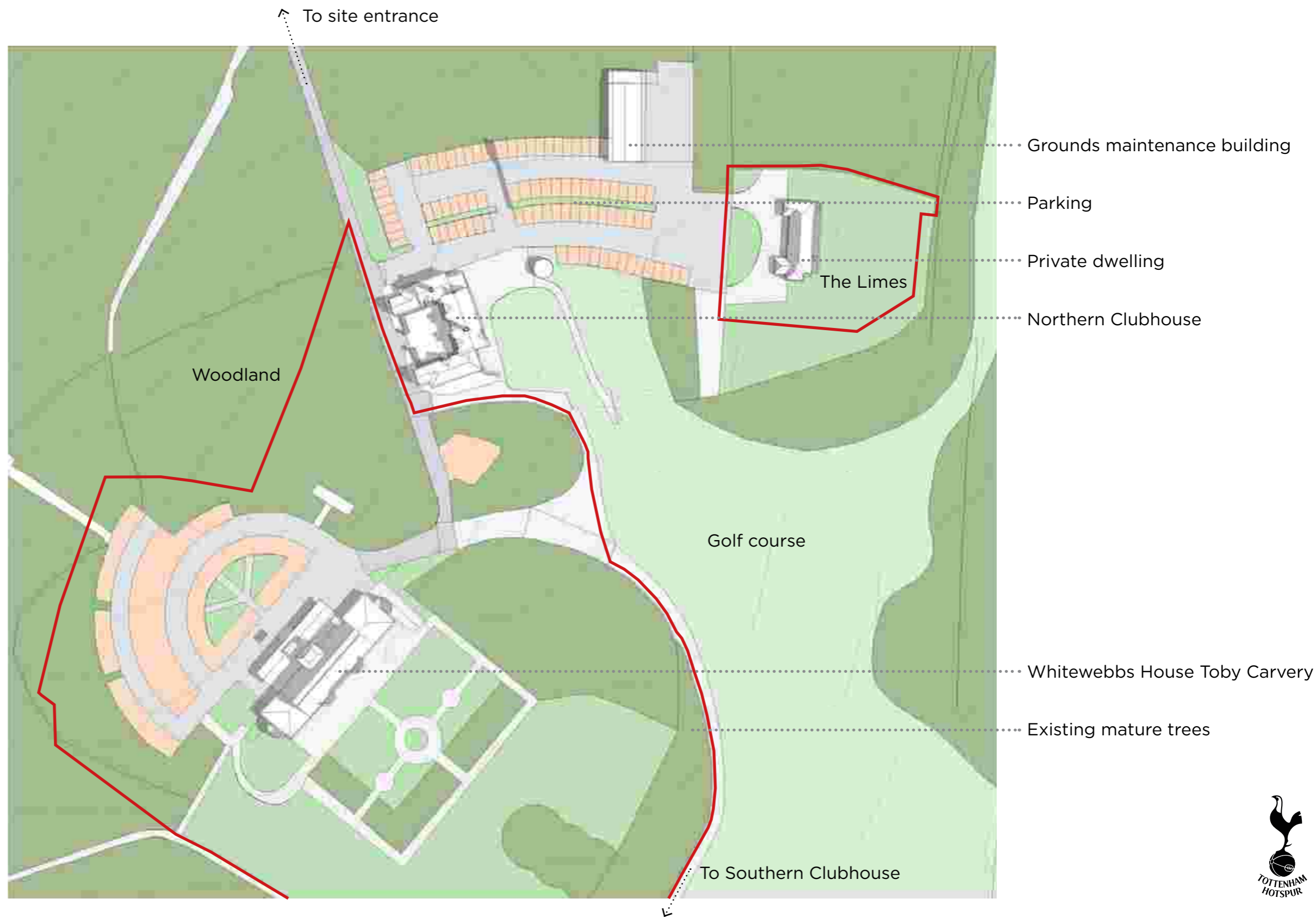
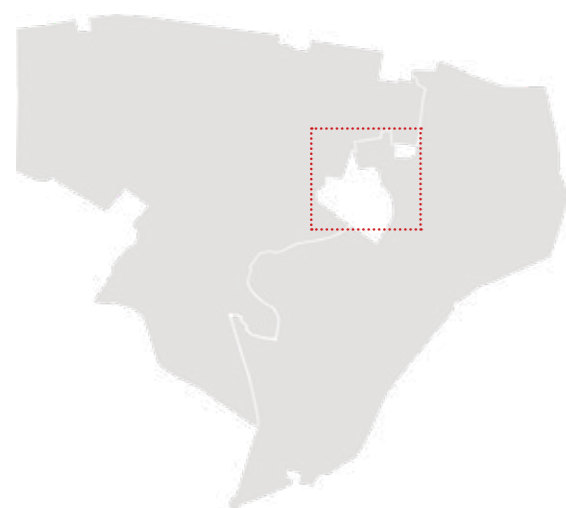


Comparative Areas

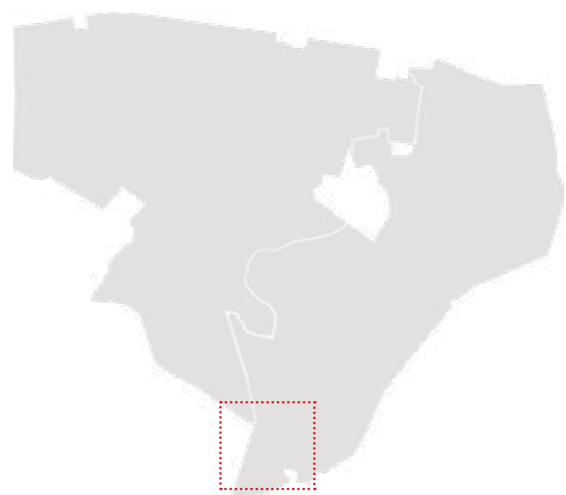
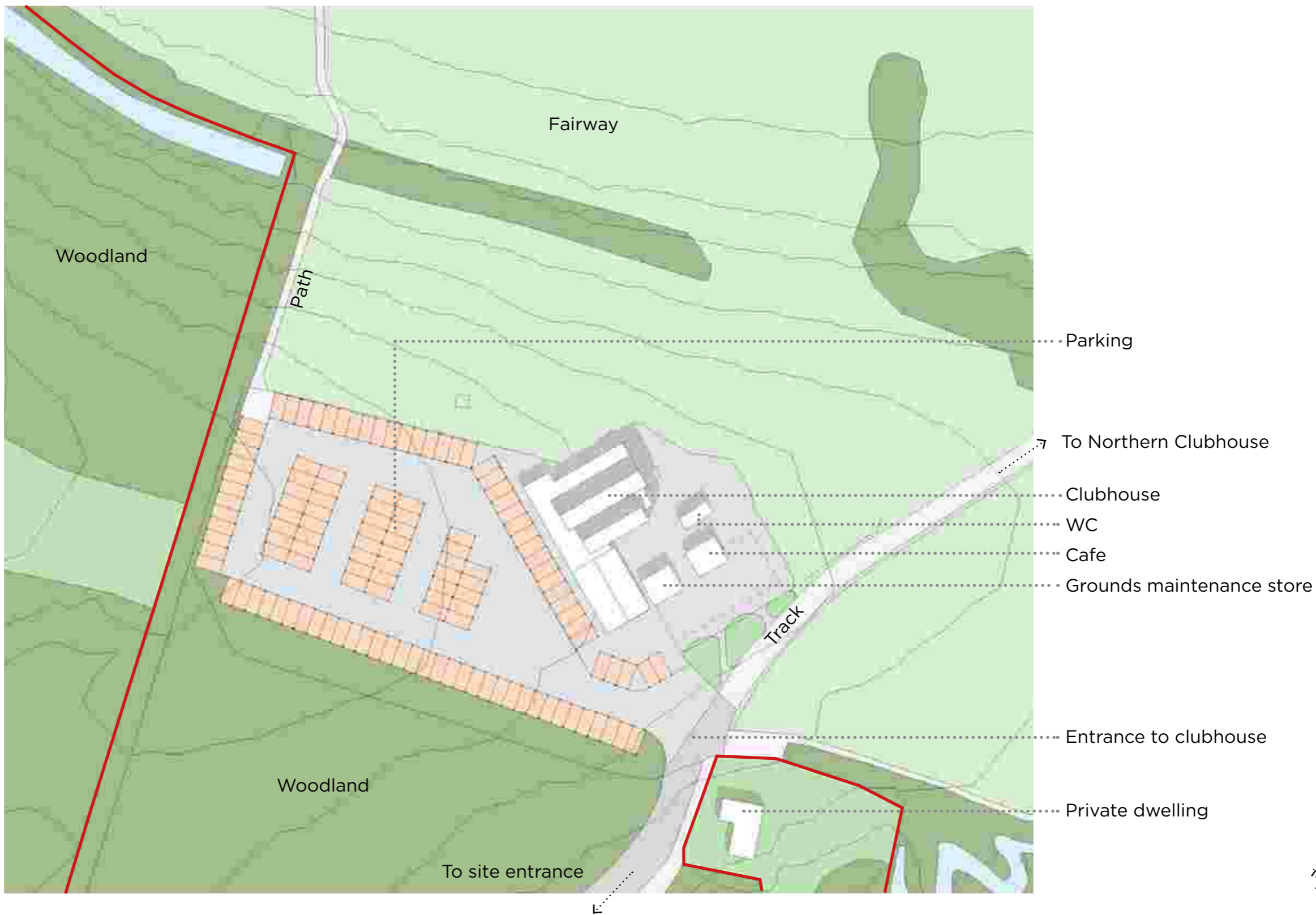


* All areas are approximate

2A. EXISTING FACILITIES: NORTHERN CLUBHOUSE SITE PLAN



**2A. EXISTING FACILITIES:
SOUTHERN CLUBHOUSE SITE PLAN**



2B.

WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

THE PROPOSAL - ENHANCING PUBLIC ACCESS



2B. IMPROVED ACCESS

- 2.7 Alongside the extensive ecological enhancements to be made throughout the site, the proposal also includes upgrades to and investment in the existing buildings and pathways for use by walkers, cyclists and horse riders.
- 2.8 These general enhancements will include an increase of over 3km in the quantity of the fromal path networks and upgrade to signage and wayfinding throughout the park, as well as improvements aimed at making the park more accessible for all users.
- 2.9 The following pages demonstrate the enhancement proposals in terms of access and openness.

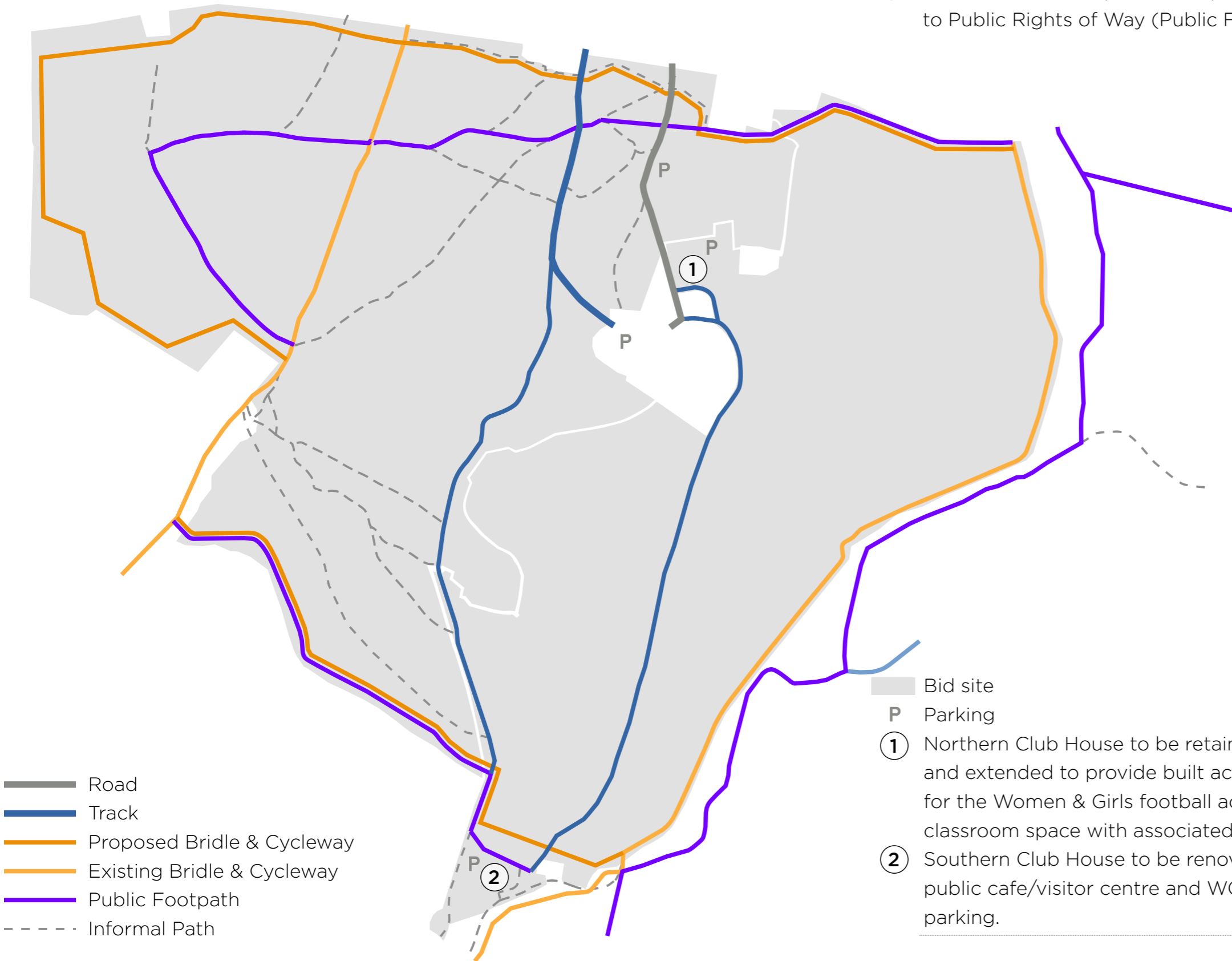
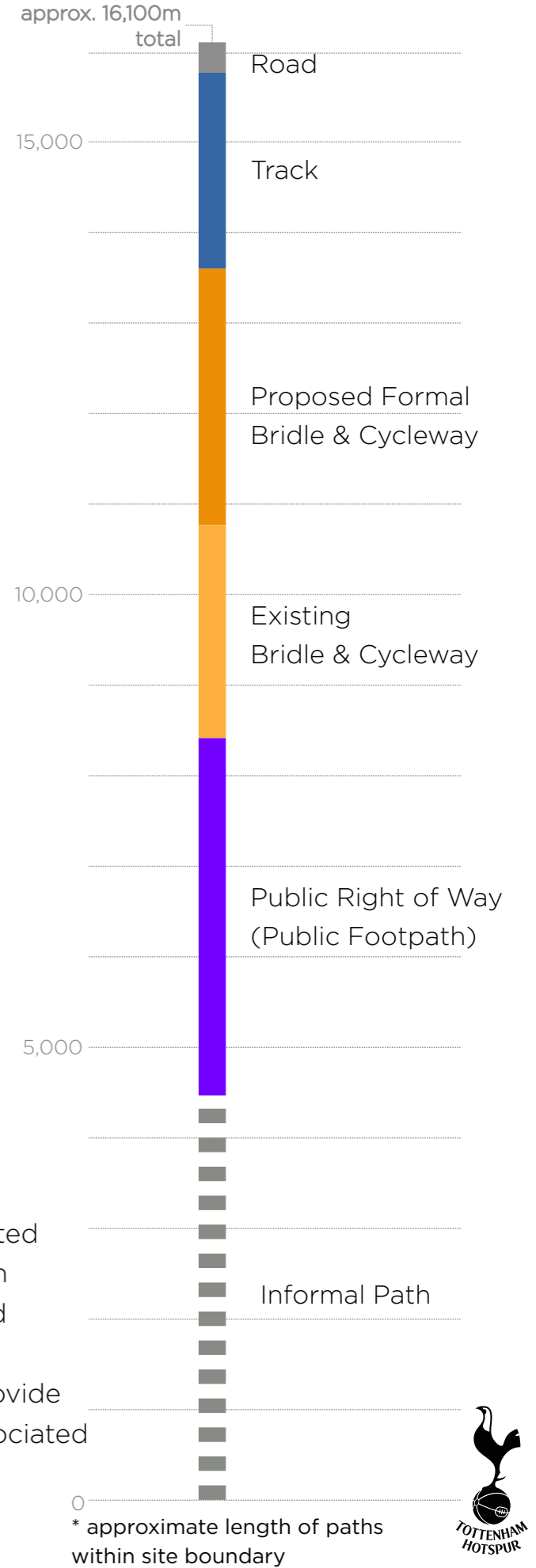


2B. PROPOSED PUBLIC ACCESS

The proposal will:

- Create a site perimeter bridle and cycleway
- Upgrade the existing woodland paths and signage
- Convert all current permissive paths to Public Rights of Way (Public Footpaths)

Length of paths in metres *



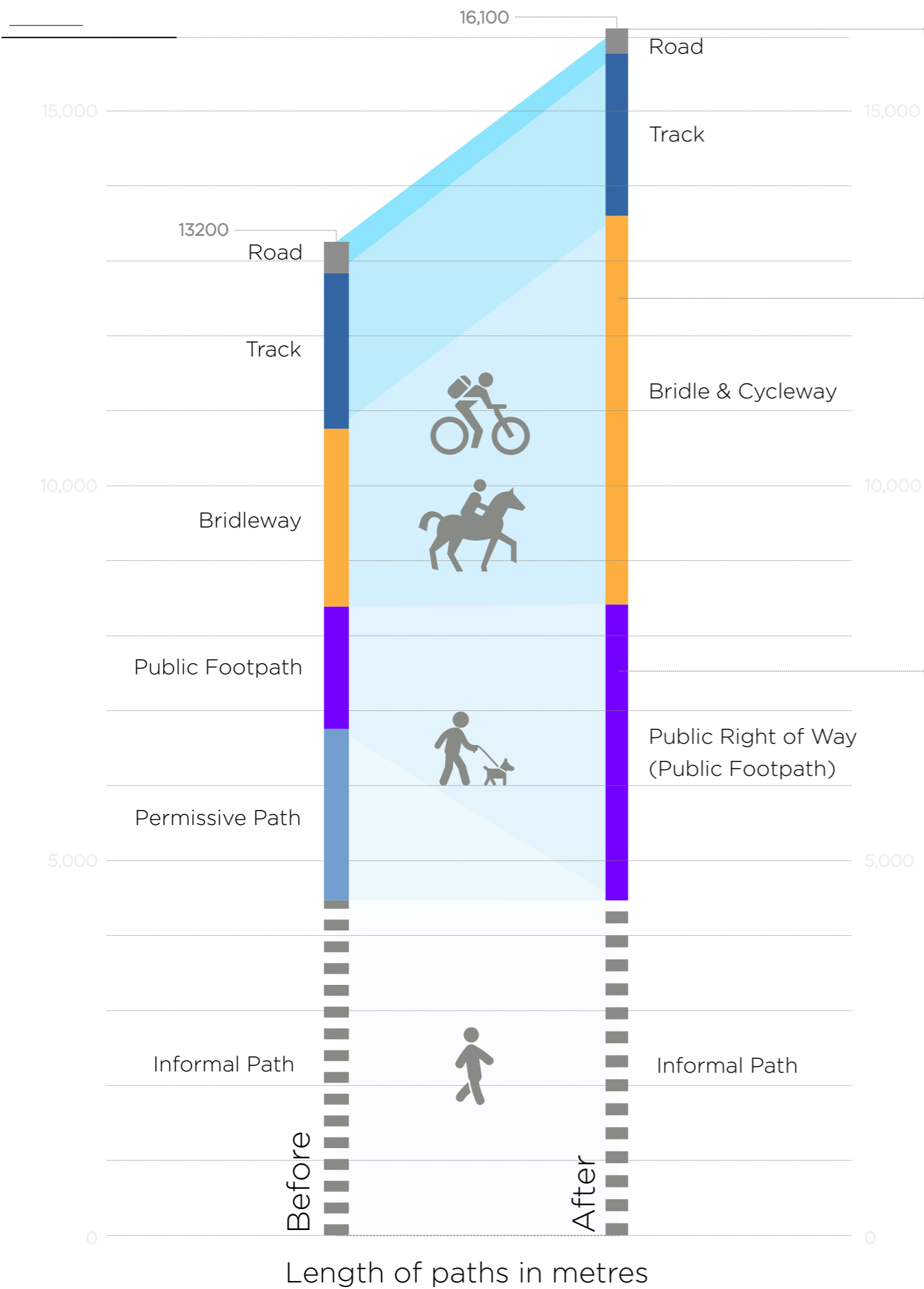
- Bid site
- P Parking
- ① Northern Club House to be retained, renovated and extended to provide built accommodation for the Women & Girls football academy and classroom space with associated parking.
- ② Southern Club House to be renovated to provide public cafe/visitor centre and WCs with associated parking.

- Road
- Track
- Proposed Bridle & Cycleway
- Existing Bridle & Cycleway
- Public Footpath
- - - Informal Path

* approximate length of paths within site boundary



2B. COMPARATIVE PUBLIC ACCESS



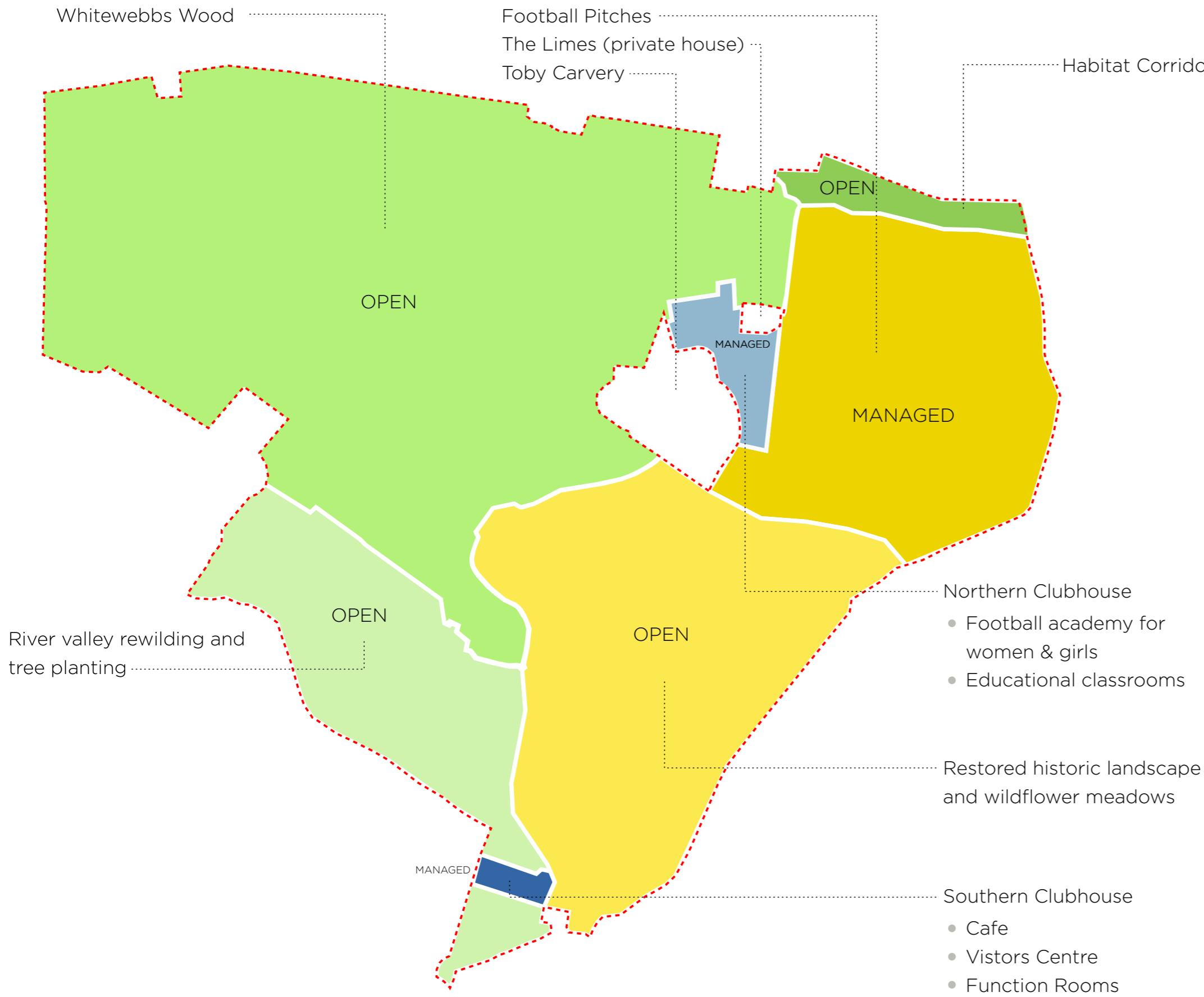
- Quantity**
- 1 The total extent of the network is proposed to be extended by approximately 3km.
 - 2 This would be principally achieved through an expansion of the Bridle and Cycleway network with the creation of a perimeter orbital route.
 - 3 Permissive paths would be secured and made into Public Rights of Way.

Quality

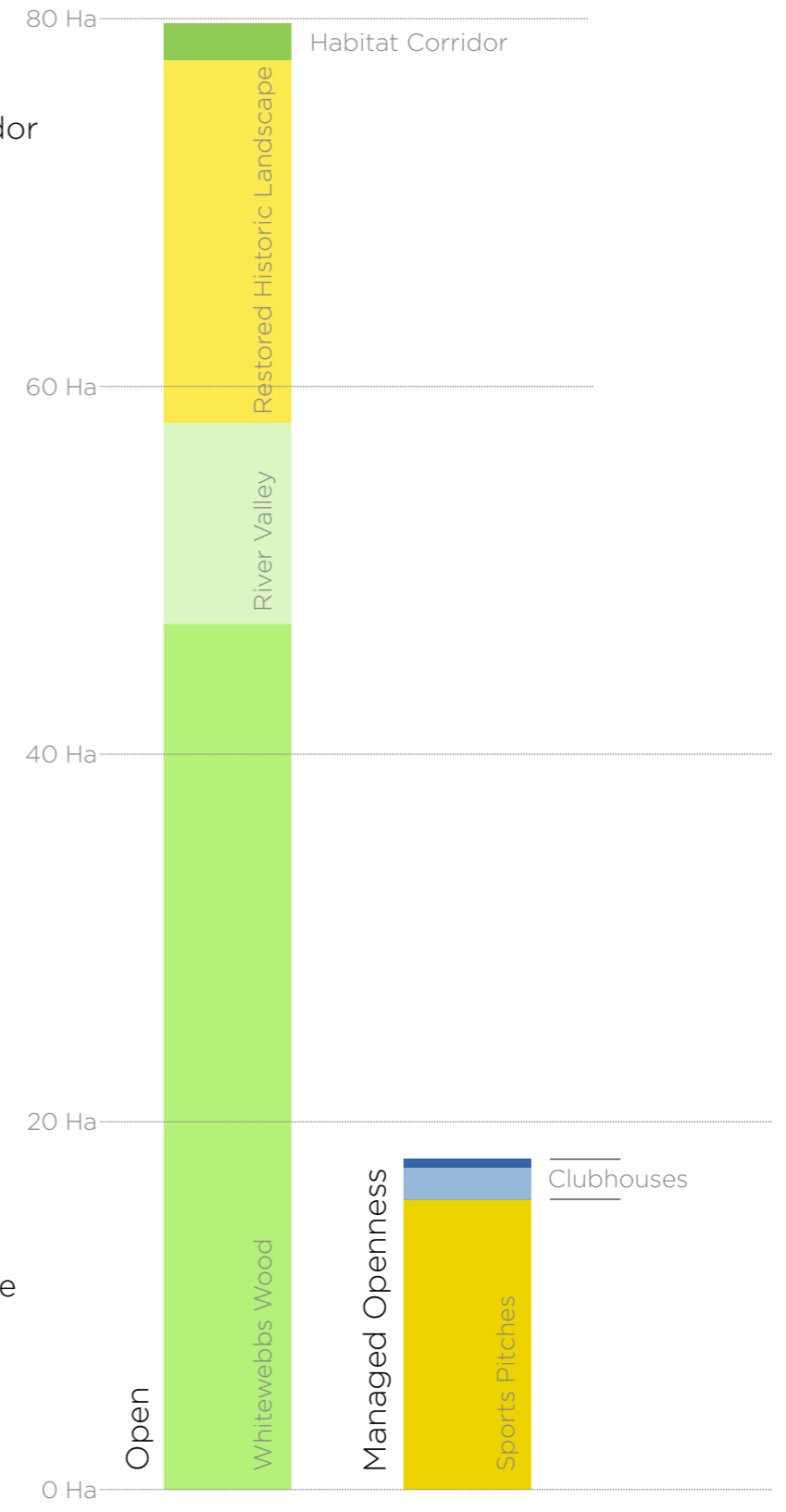
The network will benefit from the enhancement and improvement of all routes, including a new wayfinding strategy and signposting, maintenance and resurfacing as appropriate.



2B. PROPOSED OPENNESS



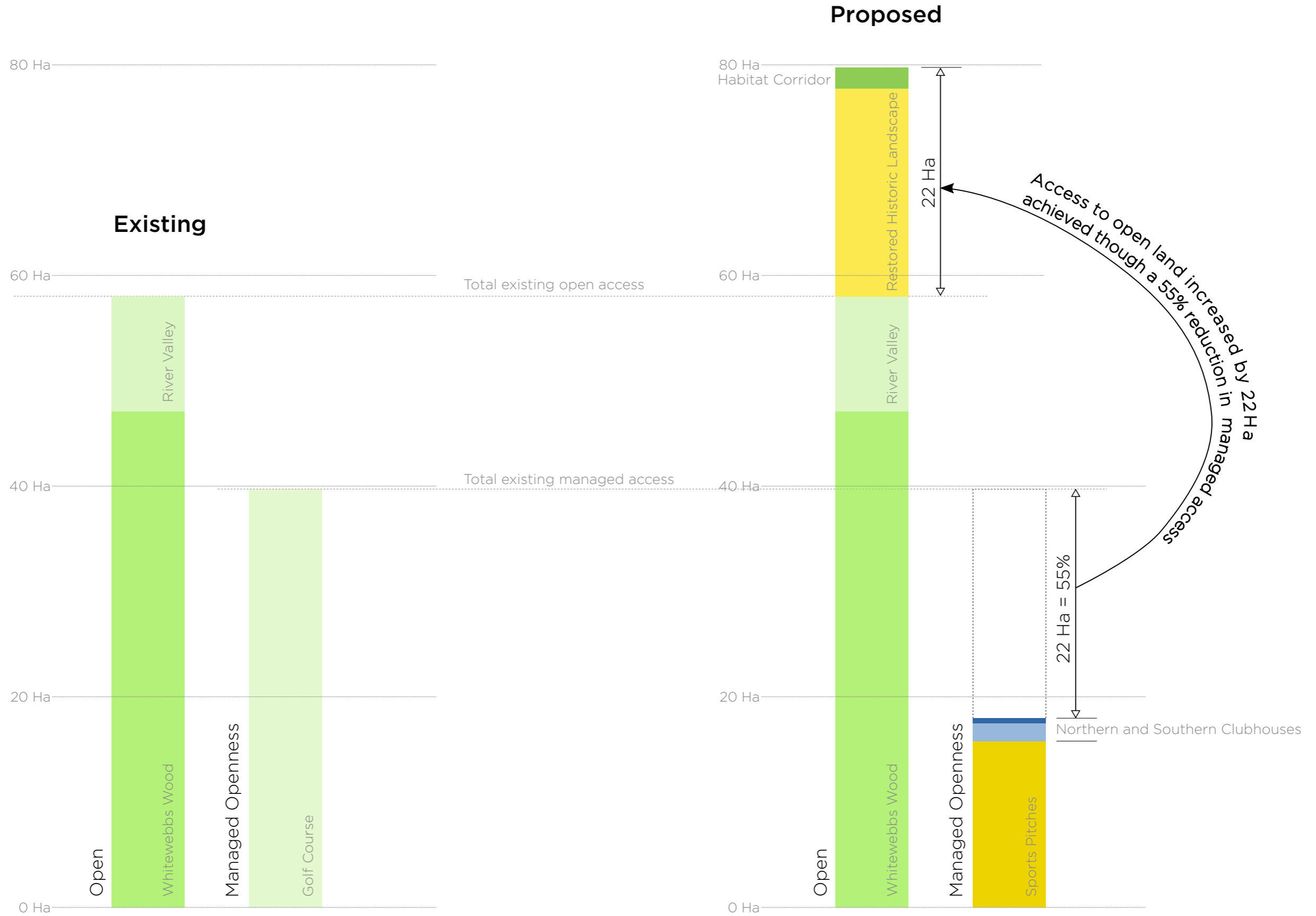
Comparative Areas



* All areas are approximate



2B. COMPARATIVE OPENNESS



* All areas are approximate



2C.

WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

**THE PROPOSAL - ENHANCING BIODIVERSITY AND
LANDSCAPE**



2C. LANDSCAPE MASTERPLAN

2.10 The proposed site will be broadly characterised by four landscape character areas:

- ① Sports pitches - the Club is proposing 5-6 natural grass and 2 artificial pitches.
- ② Restored Historic Parkland - informed by the layout of the original 19th century parkland landscape reinstating lost parkland trees and historic designed vistas.
- ③ Whitewebbs Wood - a series of landscape and ecological interventions and management to enhance the recreational and ecological value of the existing woodland.
- ③a Enhanced riparian landscape around Cuffley Brook to the south providing a valuable ecological link to Whitewebbs Wood.
- ③b Enhanced wildlife area to north connecting Whitewebbs wood with new nature reserve at Dickenson's Meadow.



2C. LANDSCAPE CHARACTER AREAS

AREA 1: SPORTS PITCHES



2.11 The Club is envisaging 5-6 natural grass pitches and 2 artificial pitches as this stage.

2.12 The Club would deliver sensitive landscape proposals to assimilate new sports pitch facilities into the wider landscape setting including extensive new tree planting.

2.13 Peripheries of pitches to be sown with biodiverse wildflower meadow combining an array of native species.



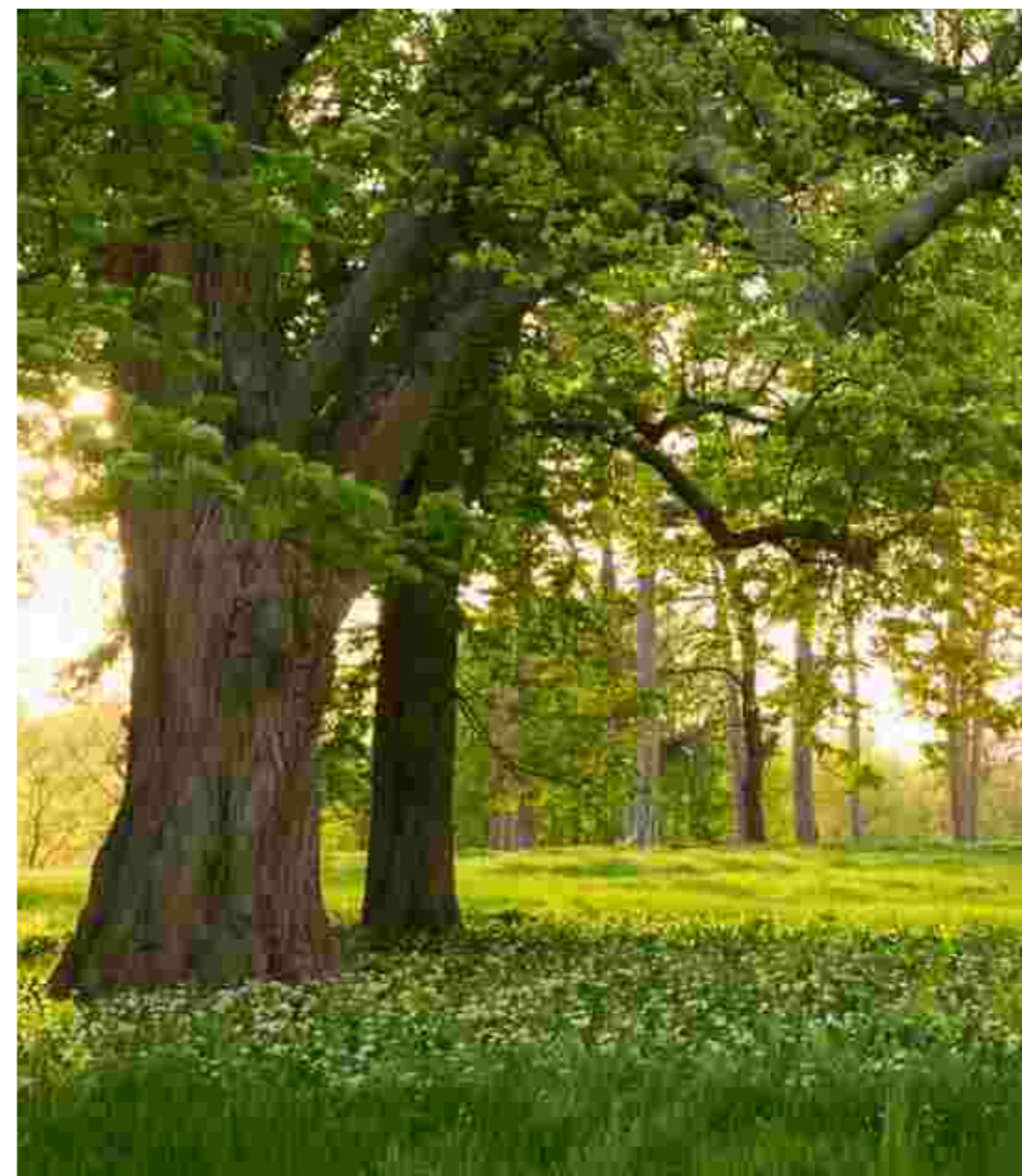
2C. LANDSCAPE CHARACTER AREAS

AREA 2: RESTORED HISTORIC PARKLAND

2.14 The Club would seek to restore the historic 19th century parkland underpinned by a comprehensive understanding of the history and evolution of the landscape.

2.15 The landscape proposals would include new native specimen tree planting within historic locations and expansive hay meadow creation, maintaining a network of mown paths to provide a series of walks through the parkland.

2.16 The Club would undertake detailed condition surveys of current trees, habitats and a hydrological survey.



2C. LANDSCAPE CHARACTER AREAS

AREA 3: WHITEWEBBS WOOD

- 2.17 The Club would develop landscape proposals to enhance the ecological and recreational value of Whitewebbs Wood.
- 2.18 The Club would commission a Woodland Management Plan to ensure appropriate long term stewardship of woodland.
- 2.19 The Club is proposing enhanced public access and opportunities for recreational activities including walking, cycling, bird watching and horse riding.
- 2.20 Through these enhancements there would be opportunities to promote community and educational events and activities such as sporting competitions (i.e. fell races) guided trails, seasonal wildlife events (i.e. foraging and autumn colour walks) and children's events with potential links to local schools.

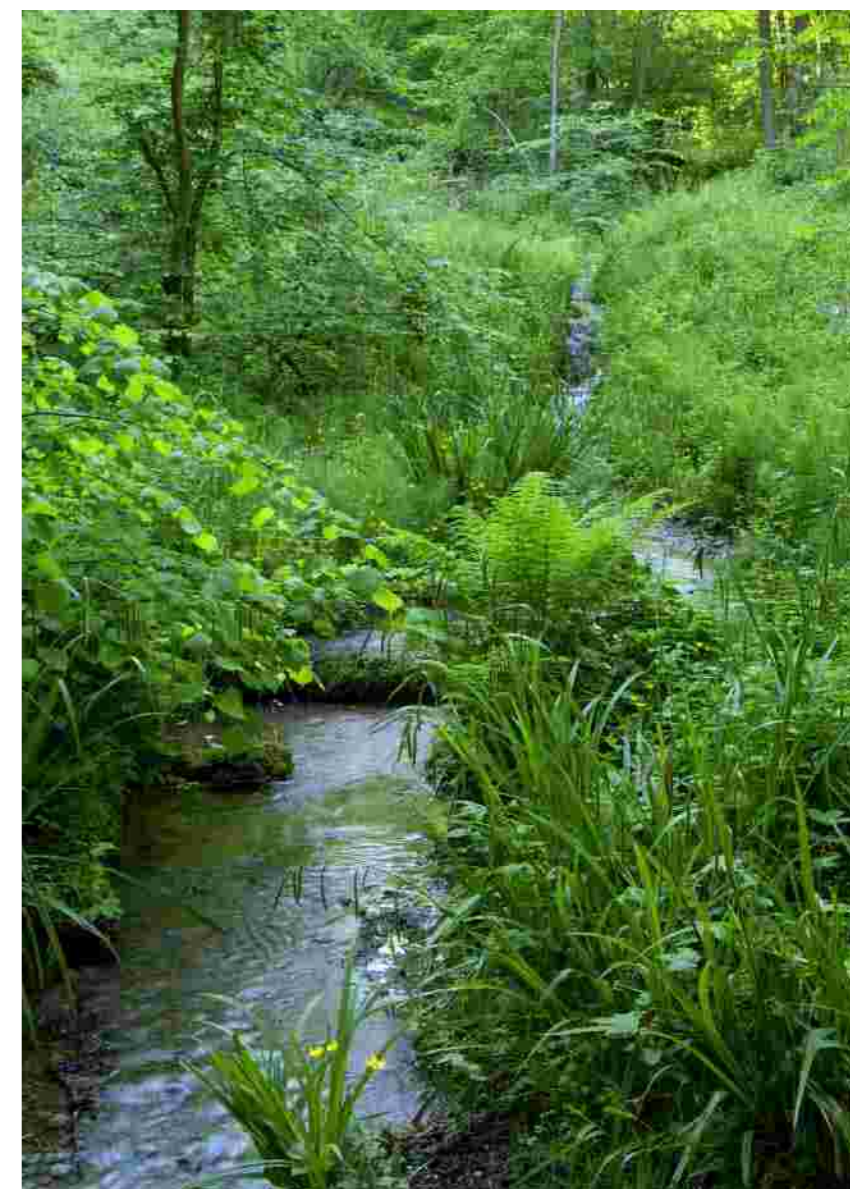
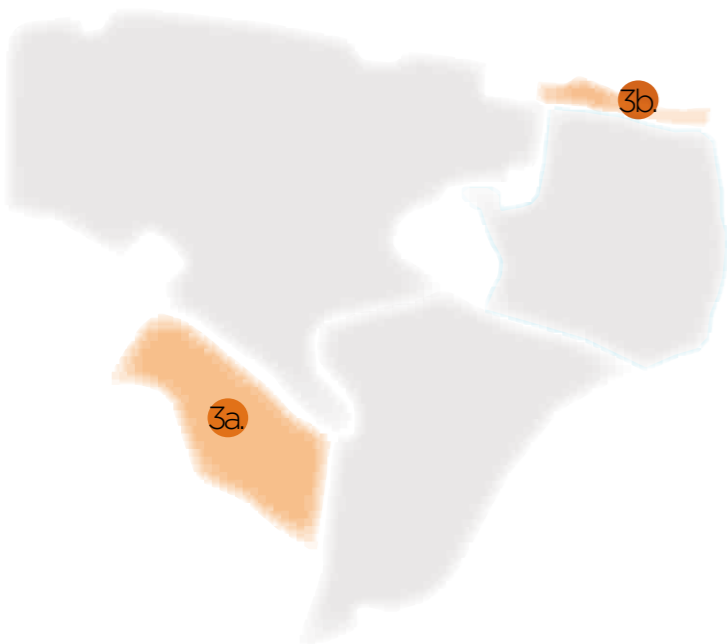


2C. LANDSCAPE CHARACTER AREAS

AREAS 3a & 3b: ECOLOGICAL LANDSCAPE ENHANCEMENTS

2.21 Area 3a is an ecologically rich riparian habitat rooted around Cuffley Beck to the south. There are opportunities to engage local school children in tree planting activities throughout this area.

2.22 Area 3b can deliver an enhanced wildlife corridor along the sites northern boundary with Whitewebbs Wood connecting to new nature reserve at Dickenson's Meadow.



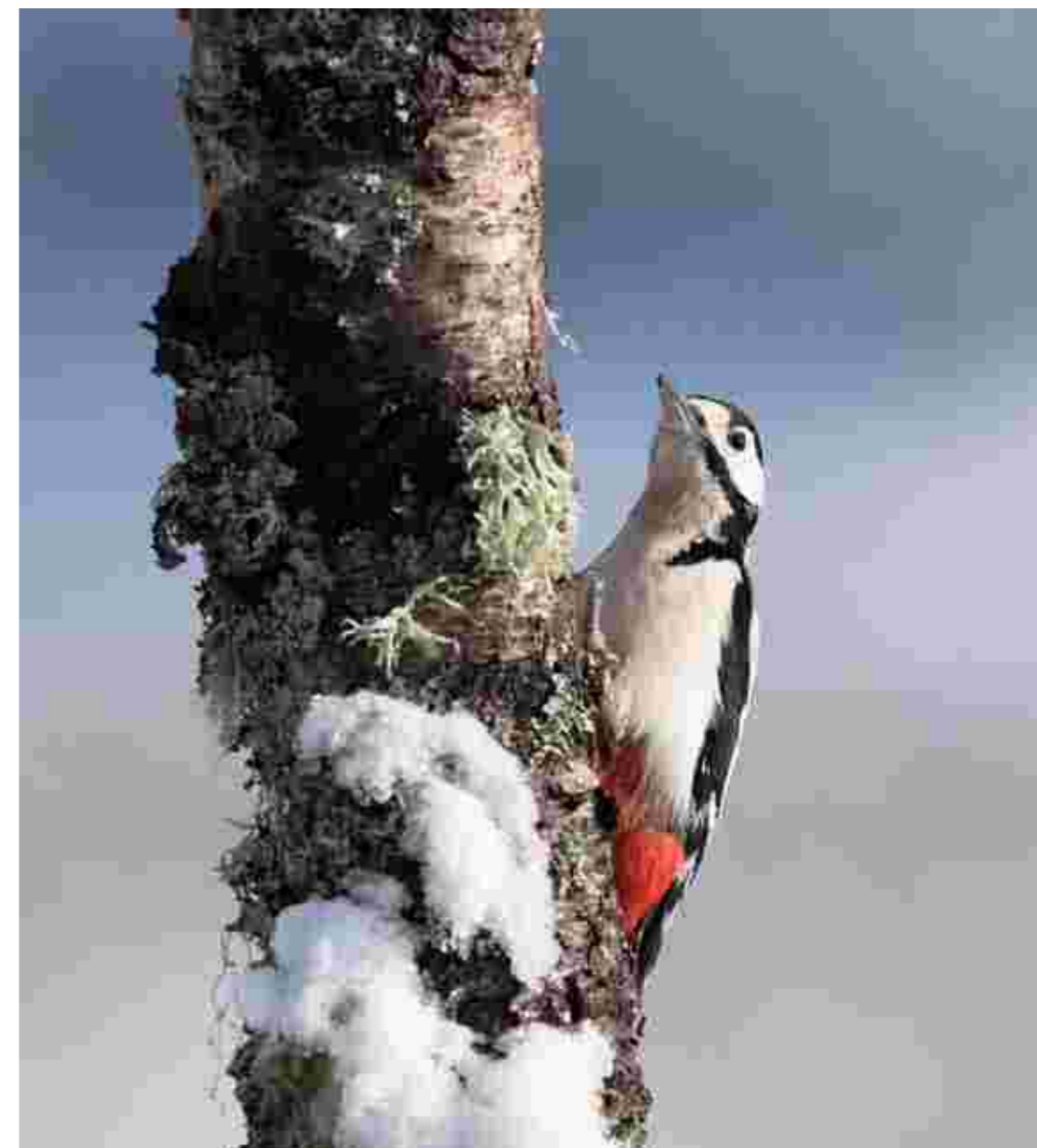
2C. BIODIVERSITY ENHANCEMENTS

KEY POINTS

2.23 The Club's bid proposal is centred on the creation of a regionally (potentially nationally) significant leisure and ecological asset for Enfield through:

- the establishment of a pioneering 'Habitat Bank' in response to biodiversity net gain requirements set out in the forthcoming Environment Bill, as a means of securing long term funding for the asset and to aid Enfield's planning and development control work;
- the creation of additional woodland meadow on restored historic parkland
- improvements to existing public and permissive rights of way to improve public accessibility and enjoyment of an improved recreational facility;
- a restored historic landscape and naturalised landscape of great scenic and biodiversity value;
- the potential to significantly enhance the schools access programme proposed as part of the adjacent Spurs Environmental Centre and Nature Reserve.

2.24 These community benefits would be directly funded through the Club's investment and delivered by both the Club and its charitable Foundation and to the same level of excellence evident throughout the Club's Stadium and Training Centre campuses. The Club would wish to work closely with the key stakeholders including Capel Manor and London Wildlife Trust for example, and the wider local community, in order to ensure that the facility meets identified needs.



2C. ECOLOGY STRATEGY

2.25 The opportunity arises through the development of the landscape masterplan (page 29) to provide a unique facility for the promotion of biodiversity conservation within the site, alongside low impact countryside appreciation, recreation and access.

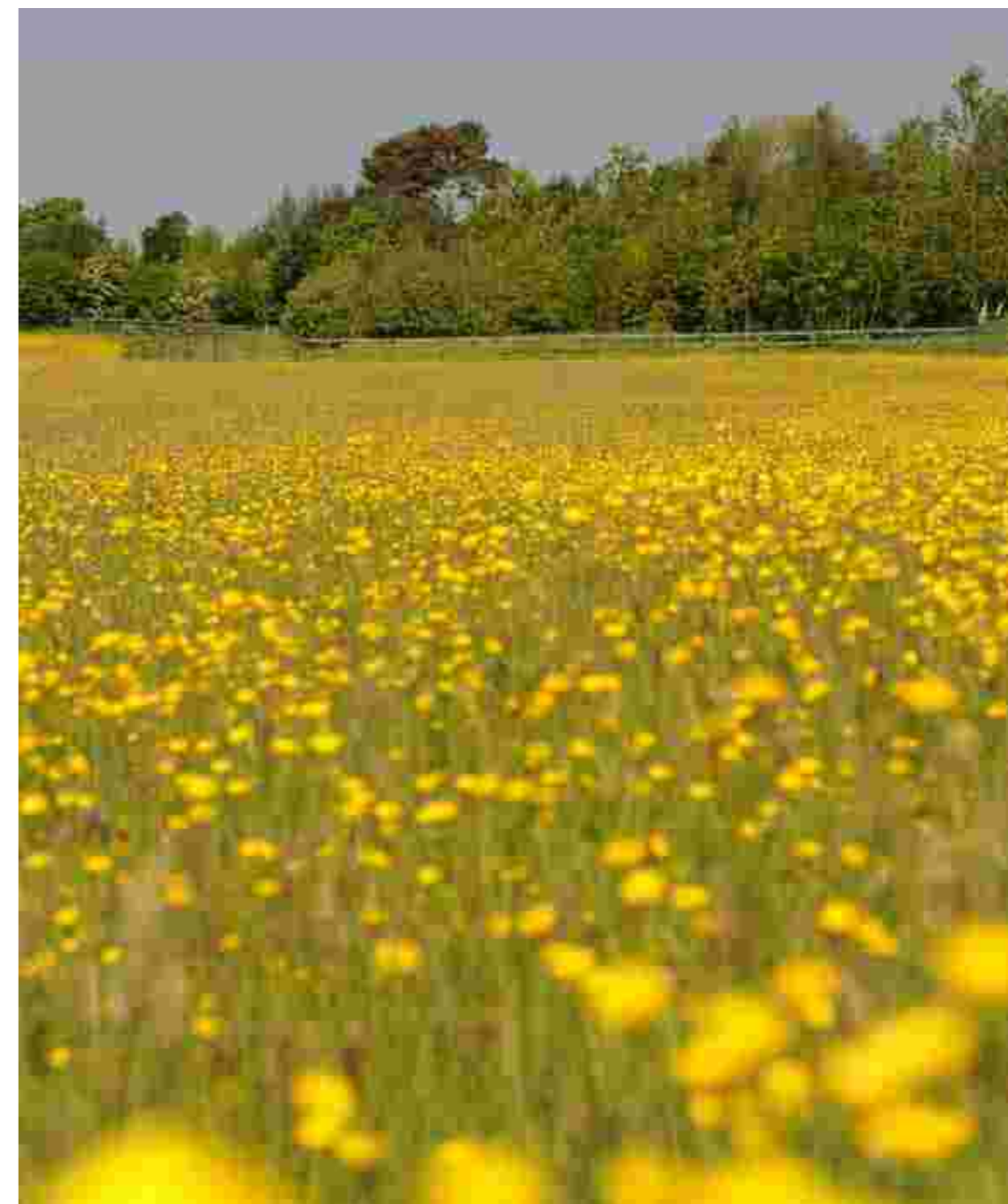
2.26 The Government is mandating the delivery of biodiversity net gain (BNG) as part of the development process through the Environment Bill. This requires every development to deliver at least a 10% gain in baseline biodiversity as a result of the development project in order to make it compliant with policy.

2.27 The Club have been at the forefront of its provision in respect of proposals for Western Field and the incorporation of Dickensons Meadow into a biodiversity enhancement plan for the area.

2.28 Although not initially forming part of the formal Habitat Bank area, the Club proposes that the majority of the golf course and adjacent semi-natural woodland be incorporated into a landscape scale project where the historic landscape will be restored and biodiversity enhanced. The benefits for local communities and for regional biodiversity will be substantial.

2.29 The existing site benefits from the provision of quiet recreation, where people can rebalance their busy lives by engaging with nature. The conversion of a large part of the golf course to a landscape rich in biodiversity where its historic importance as parkland is restored, will be a major attraction to local people.

2.30 The concept will be to convert a large area of the existing golf course into a mosaic of broadleaved woodland 'coups' surrounded by wildflower meadow, identifying as parkland that was once the prevalent feature of the landscape. Historic parkland with meadows provides habitat for scarce plants, rare invertebrates, and especially pollinators.



2C. ECOLOGY STRATEGY - CONTINUED

2.31 The capacity for the site to absorb people in quiet recreation is significantly increased as a result.

2.32 The concept will restore the landscape quality and, integrated with the adjacent woodland and riparian system of Cuffley Brook, will produce a naturalized landscape of great scenic value and high biodiversity significance in the region.

2.33 The project will create the first Habitat Bank in the southeast region, being the main way that BNG is to be delivered across the Country. Its 'in perpetuity' management, once the wood meadows have been created by the Club, could provide funding through the raising of 'conservation credits' that other developments in the area would be able to purchase for their own BNG requirements. The implementation of this site-wide Habitat Bank would create a long-term income stream to sustain the Habitat Bank. The Club would also take on the responsibility of the site's management in partnership with stakeholders.

2.34 The value of creating such a Habitat Bank is that other areas within LBE's ownership which have significant biodiversity potential (such as land to the east of the site and south of the Club's training grounds) could be brought into the Habitat Bank to provide a biodiversity resource of regional or even national standard.



2C. BIODIVERSITY AND HABITAT CONSERVATION

2.35 The proposals would fully recognise LBE's objectives in respect of the protection and enhancement of biodiversity and the provision of open spaces. The bid proposes to embrace the Government's BNG agenda by providing a facility for development to finance the conservation enhancement of the site under a 25 year Conservation Bank Agreement.

2.36 Emphasis will be placed on large-scale enhancement of the entire woodland area together with the restoration of nature to the south and east of the woodland, to provide swathes of wildflower meadows with associated scrub habitat and native broadleaved trees planted in groups, thereby replicating the historic parkland landscape.

2.37 Not only will the proposals significantly enhance biodiversity, under a long-term plan, but they will contribute to LBE's health and wellbeing initiative by improving the quality and sustainability of open space provision.

2.38 Detailed biodiversity management planning will be applied to the long-term improvements to the woodland as a result of an introduction of coup-based woodland coppicing (where a coppice rotation is introduced in sections throughout the woodland) which will increase light levels to the ground floor within the woodland thereby stimulating botanical diversity, increasing invertebrate diversity in the process.

2.39 Habitat buffers would be introduced into the riparian area to the south of the woodland (at 3a), increasing the structural diversity of the area and providing better quality habitat for a variety of species. This riparian zone would be enhanced by broadleaved woodland planting away from the watercourse and wildflower meadow creation feathered down towards and along the watercourse. The ecotones created through the broadleaved woodland, through the wildflower meadows and down to the watercourse itself, would maximise the area's opportunities for wildlife.

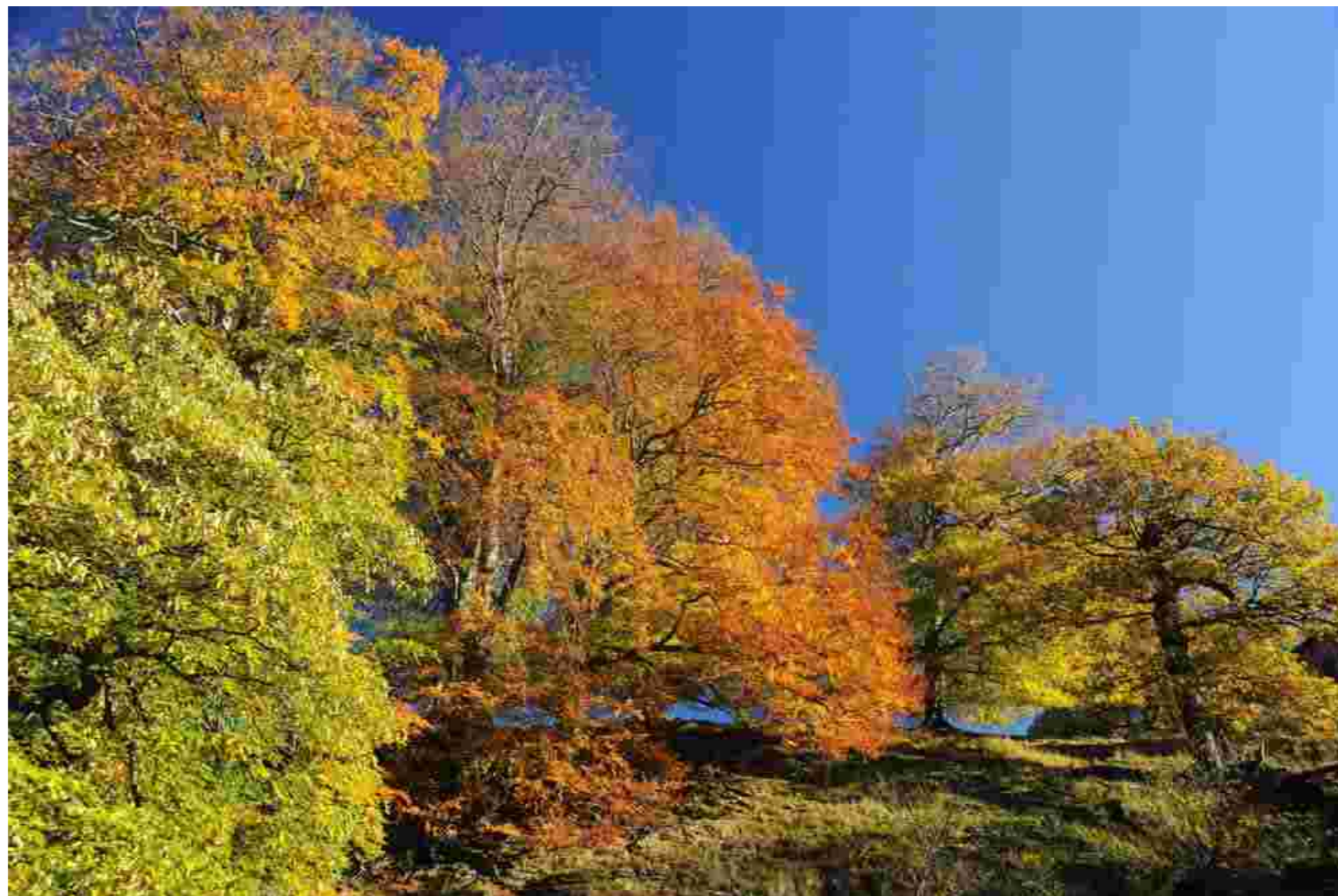
2C. HABITAT BANK COMPOSITION AND FUNCTION

2.40 The concept involves the use of;

- Area 3 - the existing Whitewebbs Wood (47.2Ha),
- Area 3a - the riparian area along Cuffley Brook (11.1Ha) and,
- Area 3b - the enhanced wildlife area to the north of the playing fields (1.9Ha).

These areas would be brought together as a 60.2Ha **Habitat Bank** that would service the mandatory BNG requirements of Enfield's development for the foreseeable future. The proposals involve the setting up of the governance of the Habitat Bank to service the demand for 'conservation credits' as a result of Enfield's development plans.

2.41 BNG is being made a mandatory part of the planning and development control system such that all planning authorities in England will be required to ensure all development within a planning authority area delivers BNG, in order to be compliant with policy. Planning permission will be conditional on delivering effective BNG.



2C. HABITAT BANK COMPOSITION AND FUNCTION - CONTINUED

2.42 Some developers will choose to place some of their BNG requirement within the boundary of their own development site. However, there are major constraints because this reduces net developable area, is very expensive (because of development land loss and the fact that development land values have been paid, and on-site provision needs to be managed under a financial bond for 30 or more years), is of limited value to biodiversity, and in any case only a small amount (<10%) is ever likely to be able to be accommodated on-site.

2.43 There is therefore a need for a significant area of land where BNG can be delivered. The proposal provides for the facilitation of BNG delivery and enables Enfield to report on its biodiversity duties. We believe this is a unique, novel and significantly important offering that will secure the enhanced biodiversity value of Whitewebbs Park for the next generation and enable LBE to deliver its BNG responsibilities under the legislation.



2C. WHAT IS A HABITAT BANK?

2.44 A Habitat Bank is typically 20-120 Ha in size; a 40 Ha site delivers c.240 conservation credits dependent on habitat type. Each credit costs £15-20k depending on habitat type created and managed, though there is no upper limit.

2.45 Credits within the Habitat Bank are sold to developers which allows the proposed developments to proceed at reduced cost, in less time and with reduced uncertainty through the planning system. Credit values are calculated in such a way that achieves an overall increase in compensatory habitats, thus generating BNG. For example, if a housing scheme has an impact of 126 biodiversity units, say, (and the Defra metric is used to calculate the impacts in biodiversity units), and the developer can put 10% of those within the development site (though they are required to establish a financial bond to guarantee the management of the on-site provision for 30 years after the development is completed), they will need c.113 biodiversity units (which translate directly to conservation credits) from an offsite offset or Habitat Bank. Our proposal is that all development within Enfield's jurisdiction would be required to purchase conservation credits from the Habitat Bank in order to make their development compliant.

2.46 The Environment Bank would work with LBE to apply the biodiversity impact accounting metric to development being brought forward and the required number of conservation credits to enable the development to be compliant with policy would be sold to the developer from the Whitewebbs Habitat Bank. Once the developer has purchased the conservation credits their liabilities for biodiversity are discharged. Being able to discharge those liabilities rather than to have to manage their own land within the development (or elsewhere) for 30+ years has significant value to a developer as they can continue what they do best which is to promote their developments rather than to be managers of wildlife habitats. This is also better for biodiversity conservation.



2C. WHAT IS A HABITAT BANK? - CONTINUED

2.47 The process is underpinned by a legal and financial framework which enables Enfield to deem all biodiversity planning conditions discharged and take confidence that delivery of the agreements will be guaranteed and overseen independently by the Environment Bank. The framework includes letters of sale and conservation credit certificates that are presented to Enfield demonstrating planning obligations have been discharged.

2.48 The Environment Bank will monitor the progress of the habitat creation and management at Whitewebbs Park and will report regularly, as required, to LBE on the biodiversity gains being delivered which can then be used to demonstrate progress towards Enfield's own Biodiversity Action Plan and to contribute to its Natural Capital Accounting processes.

2.49 Habitat Banks therefore offer a robust solution for both the developer and LBE as the planning authority. The developer's liabilities are discharged by the purchase of conservation credits raised on the land set up as a Habitat Bank under the Club's proposals and Enfield's duties to biodiversity are covered by the mechanism.

2.50 The Environment Bank is the only broker of conservation credits in the UK and, working with Tottenham Hotspur Football Club, would be instrumental in setting up the facility for Enfield in association with the Whitewebbs project.

2.51 It is therefore proposed that the quality of the woodland area would be enhanced by significant management intervention for the benefit of biodiversity restoration through reinstatement of traditional coppice management which is known to maximise habitat opportunities for woodland vegetation communities, invertebrates and birds. The reinstatement will lead to nature recovery in this part of Enfield on an unprecedented and sustainable scale.



2C. WHAT IS A HABITAT BANK? - CONTINUED

2.52 In addition, a significant proportion of Area 2 would be converted to a wildflower meadow as part of its restoration as historic parkland and managed for pollinators, other invertebrates, and for its botanical significance. The meadow habitat would be a feature of the restoration of the historic parkland in this area of the site. Wildflower habitat creation and long-term management would also be introduced to significant areas of the new pitch layout which would soften edges, lead to less manicured management (reducing carbon emissions), provide much greater habitat at the scale of a habitat mosaic, and increase habitat diversity.

2.53 Further, the riparian habitats will be bolstered by the introduction of scrub and grassland communities along the length of the waterway and broadleaved woodland planting further out from the brook.

2.54 The Club's proposals at this stage describe how the Habitat Bank could work and over which parts of the site. The governance, oversight, funding mechanics and timescales would need to be discussed further with LBE in the event that the Club is successful in securing Preferred Bidder status.



2C. WHAT IS A HABITAT BANK? - CONTINUED

2.55 The Environment Bank would therefore be responsible for :

- a. measuring the biodiversity units of the woodland and the part of Areas 3a and 3b;
- b. developing a biodiversity management plan that would identify the uplift in biodiversity value and assign a unit uplift value to that;
- c. converting the uplift to conservation credits
- d. producing a prospectus for the Habitat Bank.



2D.

WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

THE PROPOSAL - WIDENING THE RANGE OF ACTIVITIES



2D. MASTERPLAN PROPOSAL



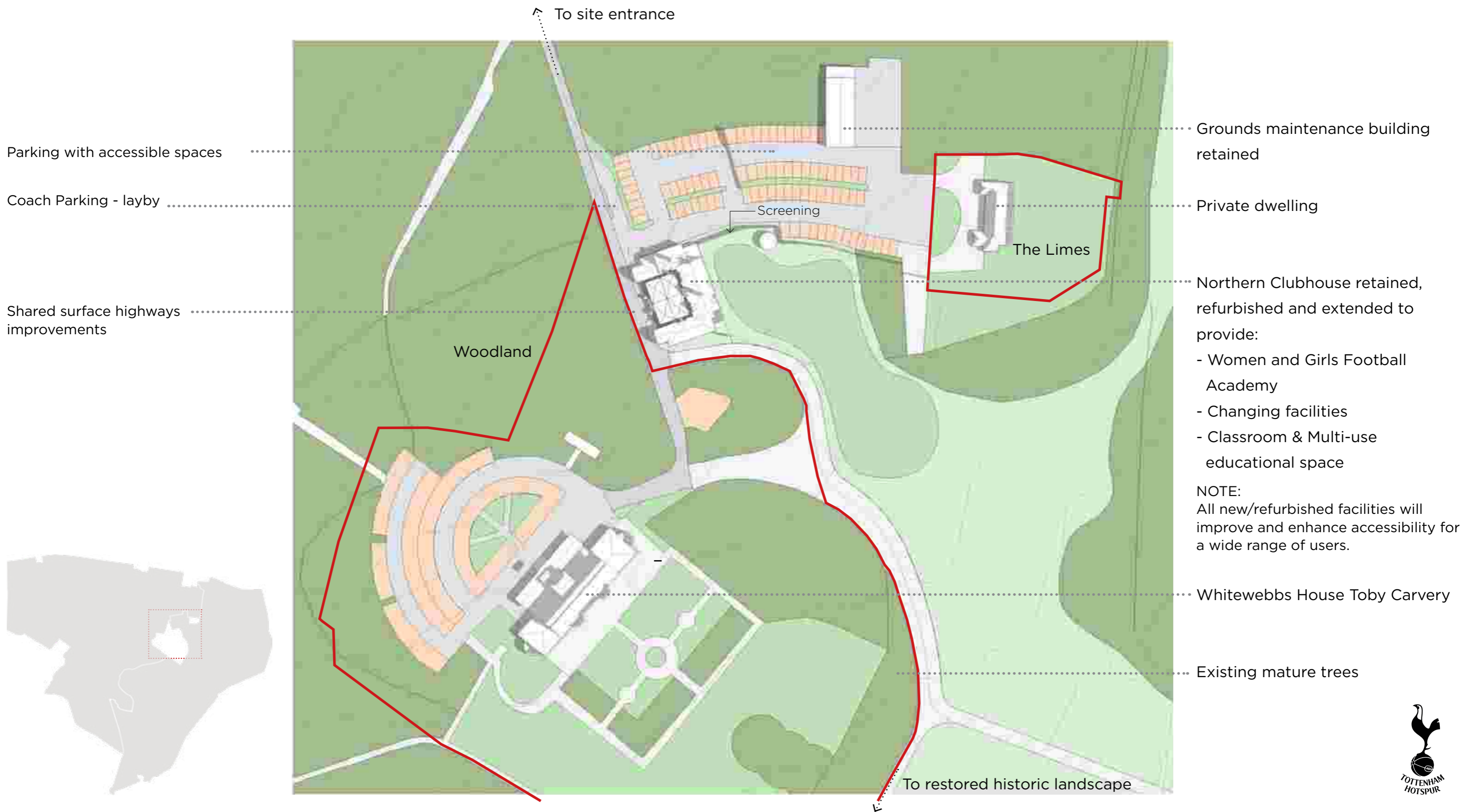
LEGEND

- ① Football Academy for Women and Girls (incorporating grassroots and community coaching) and Turf Academy 17.42Ha (18%)
- ② Restoration of Historic Parkland Landscape with wildflower meadows & public access routes for riding, cycling and walking 20.08Ha (21%)
- ③ Whitewebbs Wood retained as a Community Forest & Habitat Bank with enhanced biodiversity & public access 47.23Ha (48%)
- ③a Enhanced Riparian Landscape 11.13Ha (11%)
- ③b Enhanced Wildlife Area 1.89Ha (2%)
- ④ 'The Limes' Private Dwelling
- ⑤ Whitewebbs House (presently a Toby Carvery)
- ⑥ Northern Club House to be retained renovated and extended to provide built accommodation for the Academy and classroom space
- ⑦ Southern Club House to be renovated to provide public cafe/visitor center and WCs with associated parking

* All areas are approximate

2D. NORTHERN CLUBHOUSE PROPOSALS

PROPOSED SITE PLAN



2D. FOOTBALL ACADEMY FOR WOMEN AND GIRLS (INCORPORATING GRASSROOTS AND COMMUNITY COACHING)

BACKGROUND AND CONTEXT

2.56 With nearly three million active participants, football is now the biggest women's team sport in the UK¹.

2.57 Growth in the participation of women and girls in the game has been inspired in no small part by the success and increasing profile of England's Lionesses. Our own women's first team, Tottenham Hotspur Women, turned fully professional this season after gaining promotion to the FA Women's Super League. Our game against Arsenal on 17 November 2019 was staged at our new Tottenham Hotspur Stadium and attracted a WSL record attendance of 38,262.

2.58 We're passionate about combining the success of TH Women's team and the need to develop an academy to sustain that growth in the longer term, with a regionally significant facility that is dedicated to the development of women and girls' football from grassroots level - the two components feeding off one another. The facility would be the first of its kind in the UK and it would be in Enfield - an inspirational facility for female participation in sport.

2.59 The Club is therefore seeking to establish a Football Academy for Women and Girls as a key part of its proposals for Whitewebbs Park. The Academy would operate in conjunction with the Tottenham Hotspur Women's operation, which will be accommodated in the adjoining main Training Centre alongside the Tottenham Hotspur (men's) first team.

2.60 The Academy would develop female football talent from U10 level, through U16 and U18 levels up to development squad (reserve team) level. The Club is currently developing the precise structure of its Academy and a successful bid for Whitewebbs Park will allow us to embed the development of grassroots game for women and girls from the very outset and embed this in the local community. This will also allow the Club to include its TH Global Coaching Team and the Club's charitable Tottenham Hotspur Foundation.

2.61 The community component of the Academy will enable the development of female grassroots football through a variety of THFC and FA programmes, such as SSE Wildcats (age 5-11); Mini Soccer Teams (7-10); Youth Teams (11-16); FA Mars Just Play (16+); Soccercise (16+); 5s (16+); and Women's Walking Football (16+).

2.62 We are after all, a football club and we have been delivering community coaching at our adjacent Training Centre for nearly ten years with huge success.



¹ The Football Association

2D. THE ACADEMY FACILITIES

2.63 The Academy will comprise both a built facility (utilising the existing Northern Clubhouse) and adjoining football training pitches. The whole facility would eventually occupy approximately 17.4Ha, which equates to approximately 18% of the total site area. The facility will occupy land that is currently occupied by part of the golf course.

2.64 The precise number and combination of pitches remains to be confirmed in conjunction with the development of the Academy structure, but is likely to be around five or six natural grass pitches and two artificial pitches.

2.65 By siting the installation of new pitches at the northern end of the existing golf course, any re-contouring/regrading can be kept to a minimum in order to preserve the character of Whitewebbs Park as a whole. Subject to public consultation and planning, our intention would be to retain and where necessary reinforce existing natural boundaries to maintain security in preference to the installation of new fencing. The laying out of pitches would also be assimilated into its environment by appropriate structural planting.

2.66 The built facility would be centred on the existing Northern Clubhouse, which would be renovated and extended to provide changing and ancillary facilities. Further details of the building itself are set out in the following three pages. The Academy would be accessed solely from Whitewebbs Lane.

2.67 In addition to providing football accommodation specifically for the Football Academy for Women and Girls, the facilities would also enable the Club to enhance its existing proposals for the adjacent Spurs Environmental Centre & Nature Reserve, as new classroom facilities and more pitch time will be available for more general school use. The classroom facilities could provide a base within Whitewebbs Park from which to use the other facilities on the site, including Whitewebbs Wood or the restored historic parkland. This could include, for example pond dipping or the opportunity for each of Enfield's visiting school children to plant a tree in the Community Wood (area 3a). This would be a potential consequential

benefit in the event of our bid being successful, that we would wish to explore further with LBE and stakeholders.

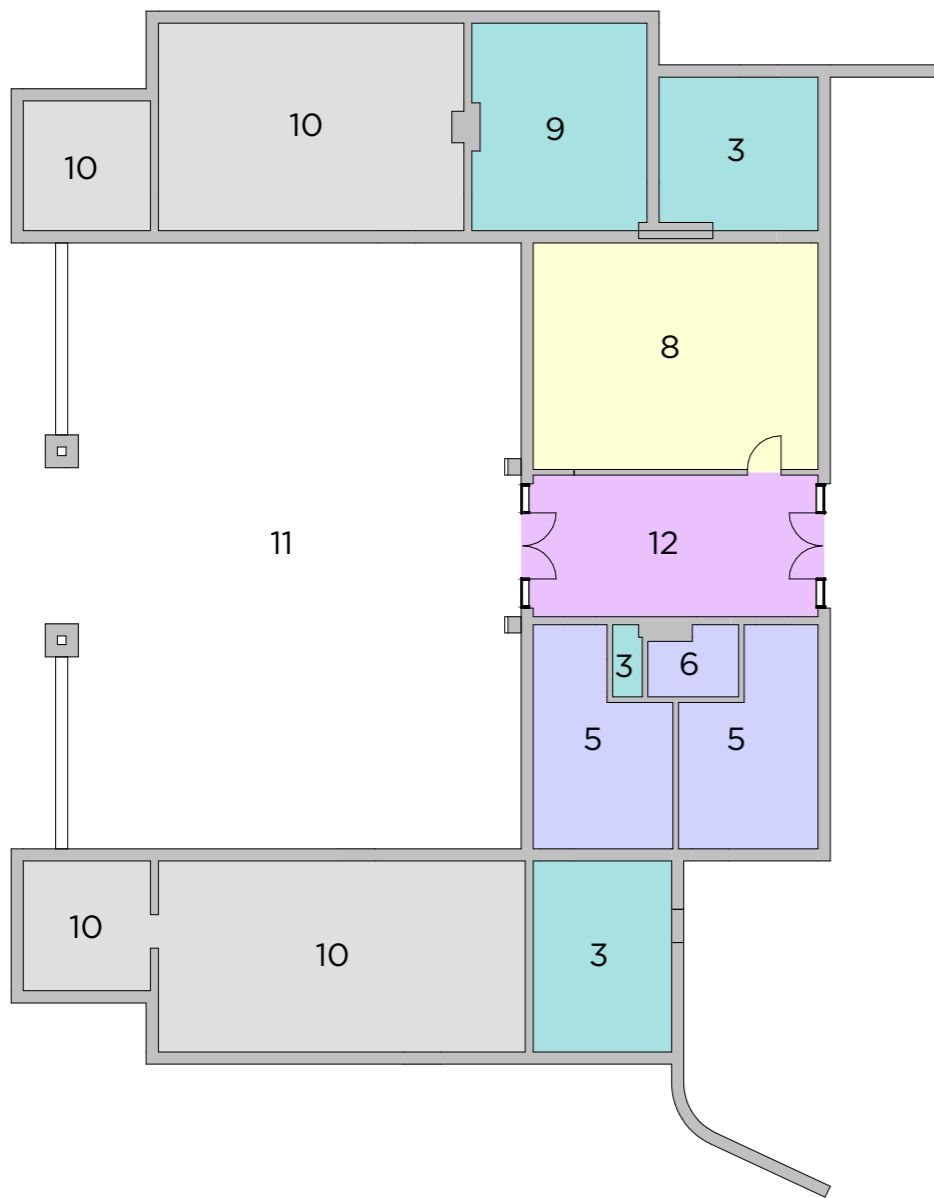
2.68 We believe that Whitewebbs Park therefore presents a once in a generation opportunity to create a regionally significant sport, leisure and education asset for Enfield.



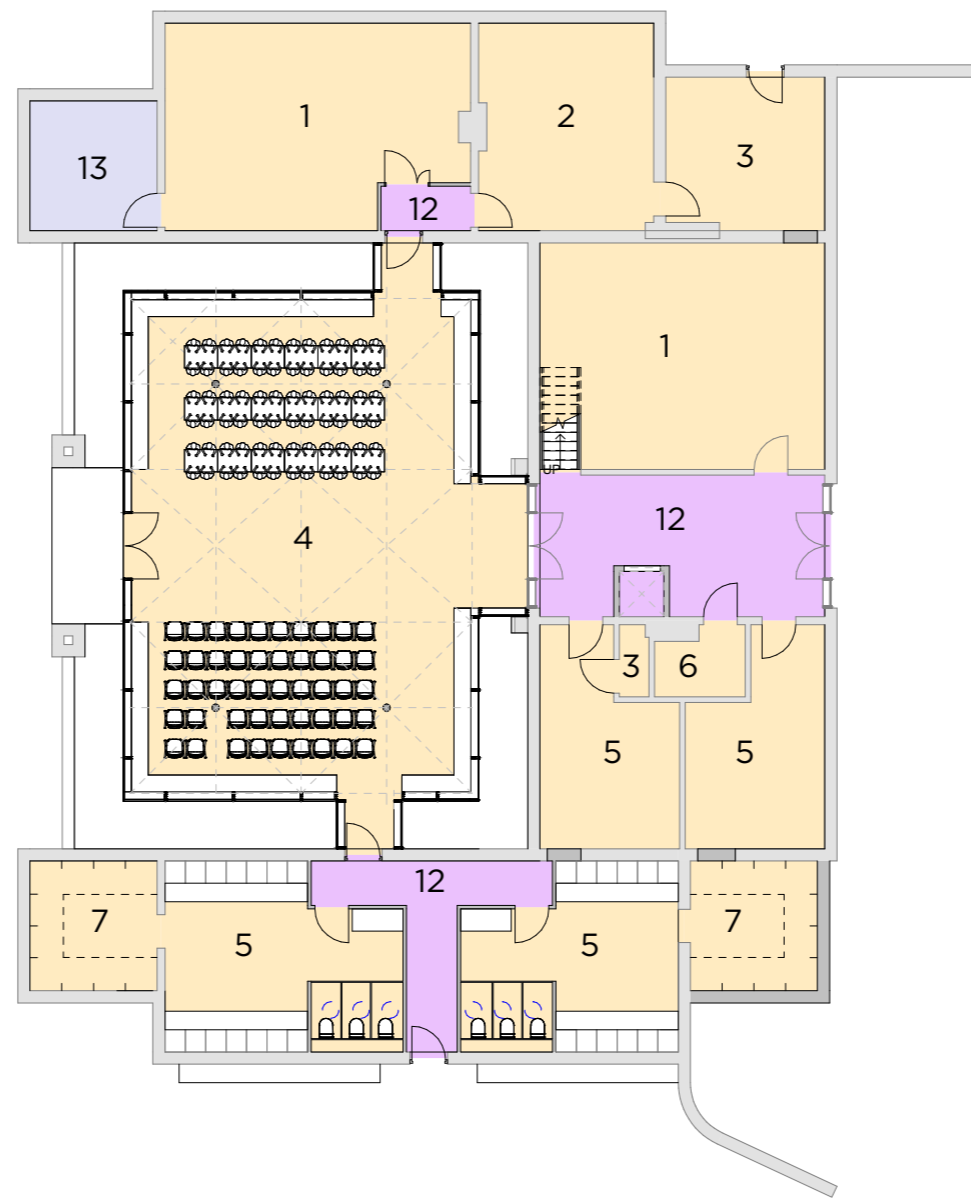
2D. NORTHERN CLUBHOUSE PROPOSALS

- | | | | | |
|----------------|-----------------------|------------------|----------------|--------------------|
| 1. Classroom | 4. Multi-use space | 7. Shower | 10. Unoccupied | 13. Security Lodge |
| 2. Kitchenette | 5. Changing room / WC | 8. Existing Shop | 11. Courtyard | |
| 3. Store | 6. Accessible WC | 9. Office | 12. Lobby | |

EXISTING GROUND FLOOR



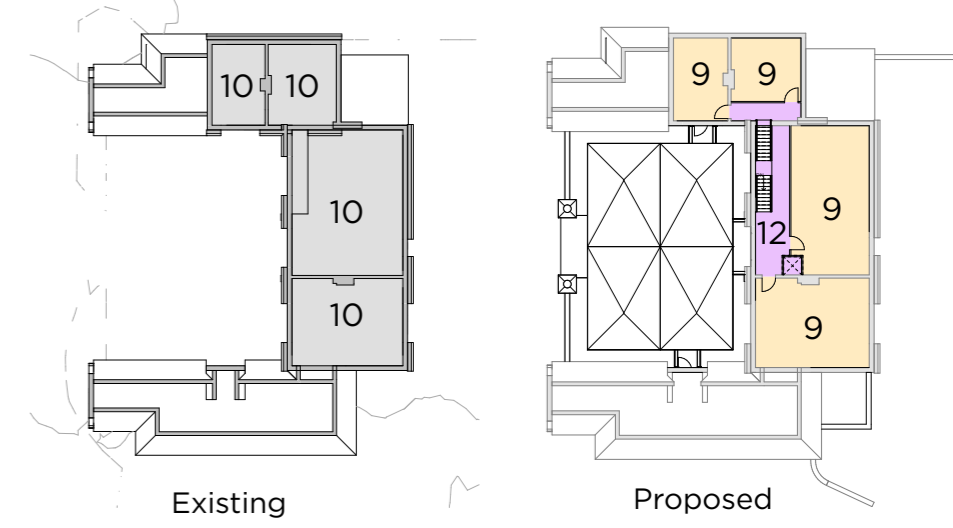
PROPOSED GROUND FLOOR



LEGEND

- Unoccupied
- Existing Retail
- WC/Changing
- Back of House
- Football Academy for Women and Girls
- Circulation
- Security

FIRST FLOOR:



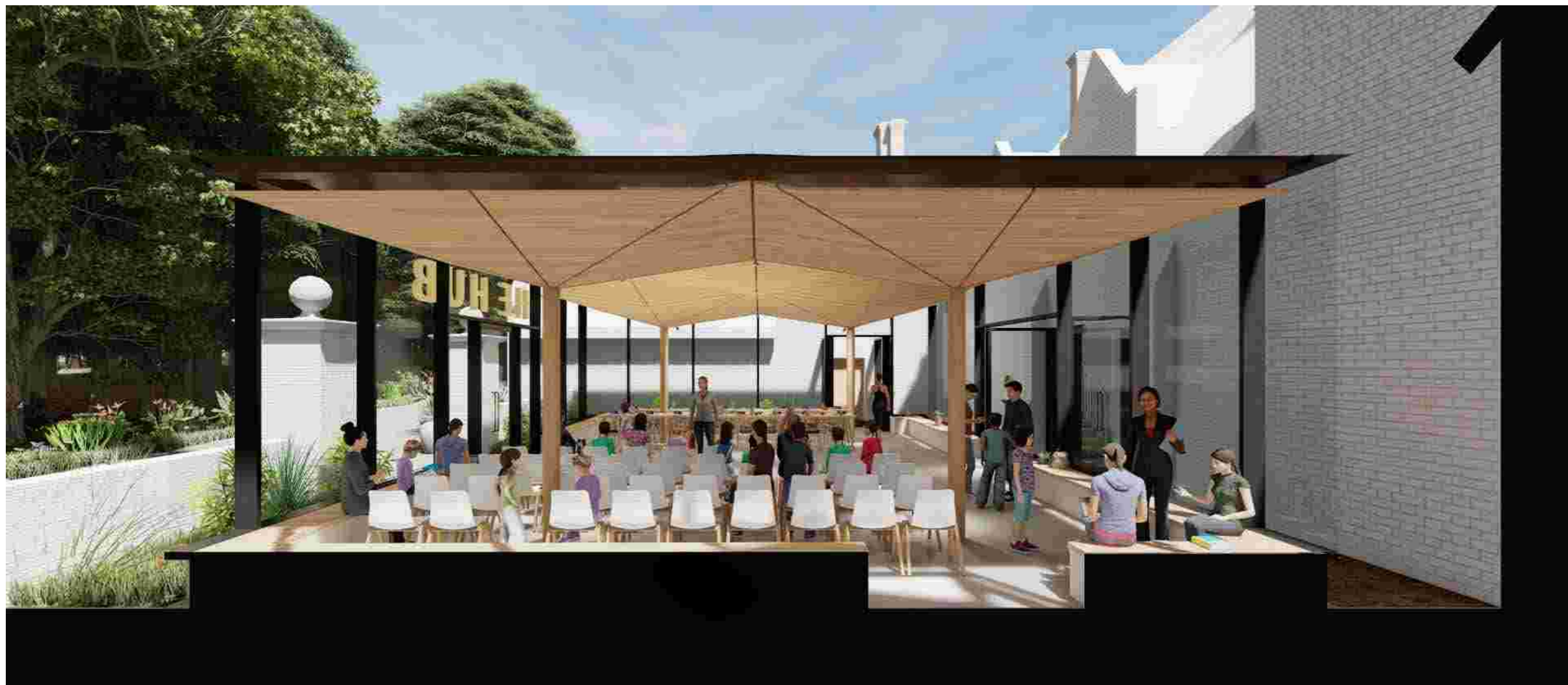
2D. NORTHERN CLUBHOUSE PROPOSALS

Courtyard View



2D. CLUBHOUSE PROPOSALS

Section



2E.

WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

THE PROPOSAL - ENHANCING PUBLIC FACILITIES



2E. SOUTHERN CLUBHOUSE PROPOSALS

PROPOSED SITE PLAN



3.

WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

PLANNING ANALYSIS



3. PLANNING ANALYSIS

3.1 This section provides an overview of the planning issues relevant to this proposal. In response to a pre-application request, LBE's Planning Team have advised that proposed uses would be appropriate in the Green Belt and they welcome the proposed Habitat Bank and broadening the recreational amenity of the site. Officers have suggested further consideration of details, including boundary treatment, built form and transport. These will be addressed in detailed design works, in the event the Club's bid is successful.

Planning Policy

3.2 Local planning policy is contained in the London Plan, as well as the Local Plan made up of the Core Strategy (2010) and Development Management Document (DMD)(2014), which provides development management policies to be read alongside the Core Strategy.

3.3 Both the London Plan and the Local Plan are under review, with the London Plan at a very advanced stage of preparation and the Local Plan being at a very early stage, and thereby carrying little weight.

3.4 The site falls within London's Green Belt and is designated both as a Local Open Space and an Area of Special Advertisement Control. Whitewebbs Wood is designated as a Site of Metropolitan Importance for Nature Conservation (SMINC). Part of the Site, south of the southern club house, is also situated within the Clay Hill Conservation Area.

3.5 The Core Strategy (Policy 33) seeks to protect and enhance the Borough's natural heritage, by safeguarding the Green Belt, whilst developing a wider network of green infrastructure. DMD Policy 82 enacts Policy 33 and seeks to prevent "inappropriate" development within the Green Belt. Development that is not inappropriate is permitted, where certain criteria are met.

3.6 Core Policy 34 of the Core Strategy seeks to protect and enhance existing open space, including parks, playing fields and other open spaces. The same objective is expressed in the DMD, where it is recognised that the loss of open space will be resisted unless compensated (or it has been proven to be surplus to requirements).

3.7 LBE's Parks and Open Spaces Strategy (2010-2020) promotes a healthy Borough, which is based in part on the quality of its open spaces. At its heart is maintaining and managing existing open spaces and creating new high quality open spaces, notably in partnership with third parties.

3.8 The Development Plan seeks to protect, enhance, restore and where possible, add to the biodiversity interest within the Borough (Core Strategy Policy 36). DMD Policy 78 requires development to demonstrate no adverse impact on nature conservation interests, unless any adverse impact cannot be unnecessarily avoided.

3.9 Core Strategy Policy 31 seeks to ensure that built development and their interactions do not undermine the Borough's heritage assets. DMD Policy 44 enacts this policy in the development management context.

3.10 However, the nature of these proposals, which with the exception of small scale expansion of the northern Club House, are appropriate and consistent with Green Belt Policy.

3.11 The modest and sensitive expansion of the northern Club House (see Section 2d. of this Bid) and its repurposing for education and other uses associated with the playing pitches are appropriate in the Green Belt. This is acknowledged by Officers.

3. PLANNING ASSESSMENT

- 3.12 The statutory heritage significance of the site itself is limited, with only the south eastern part being in a Conservation Area and there being no statutorily listed heritage assets on the site. The proposed sensitive repurposing of the southern car park land would not harm the heritage aspects of this part of the site, and there is a high prospect of positive heritage impact in the southern part of the site, and as well as the wider site, through the restored landscape and the proposed historic parkland.
- 3.13 Adjoining the site to the north is the “King and Tinker” public house, which is Grade II listed, and through careful boundary treatment this heritage asset will not be affected.
- 3.14 The entire site is identified as a local heritage asset (on LBE’s Local Heritage List, May 2018). Whilst this designation has no statutory weight, the impact of any proposals on their heritage significance is a material consideration. The proposed reinstatement of the historic parkland landscape, and sensitive biodiversity management (see below) will positively contribute to their heritage significant, rather than undermine it.
- 3.15 Improved green infrastructure and greater public amenity, as well as biodiversity enhancement would complement the policy objectives which underpin the purpose of designating this part of the Borough as Green Belt.
- 3.16 These proposals are consistent with LBE’s corporate objective of maintaining and improving open spaces (as set out in their Parks and Open Spaces Strategy) in partnership with third parties. The delivery of a diverse range of publicly accessible spaces that allow for both passive and active recreation are consistent with LBE’s corporate open spaces strategy.
- 3.17 At the heart of the proposals is the creation of a significant habitat bank (measuring 60.2 Ha), which would protect, enhance and create biodiversity interests consistent with Core Policy 36 of the Core Strategy. This would be used as a resource for serving the mandatory BNG of developments elsewhere in the Borough, that cannot reasonably provide biodiversity net gain.
- 3.18 The proposals will expand the site’s biodiversity integrity by expanding the Whitewebbs Wood community forest and delivering a habitat bank that can offset the biodiversity impacts of other developments in the Borough.

3. PLANNING ASSESSMENT

- 3.19 The community role of the emerging proposals, from an education, sport and health perspective, are fundamentally positive aspects of the Club's approach. These would be achieved in a range of ways, including maintaining and building on the general recreational access to the site, and community access to the newly formed playing pitches (providing a focus on women and girl's participation in sport) as well as the education uses in the Northern Club House.
- 3.20 A strong educational offer will be incorporated into the scheme which would build on the educational obligations that have been placed on the Western Field proposals. Given the strong spatial links between the sites, there is an opportunity to create a stronger educational offer to the local communities.
- 3.21 In addition to the potential to provide education facilities on the site (in the repurposed Northern Club House), the operations (including the biodiversity, turf academy, and sport functions of the scheme) would have a temporal education role at their heart.
- 3.22 The site is designated in part (Whitewebbs Wood) as a SMINC within LBE's Biodiversity Action Plan. This is the highest non-statutory grading of nature conservation sites. Through active management, the emerging proposals have the ability to protect and enhance the nature conservation value of Whitewebbs Wood.



3. PLANNING SUMMARY

- 3.23 As recognised by LBE in their pre-app response, the proposals are consistent with Green Belt policy. They would positively respond to LBE's corporate objectives (both in their Development Plan and the site-specific objectives outlined in the marketing information for the site).
- 3.24 The scheme would broaden the recreational amenity of the site, better engage the site with the local communities, and provide a valuable habitat bank that would service the mandatory biodiversity net gain requirements of other developments in the Borough for the foreseeable future.
- 3.25 The proposals have the propensity to improve the heritage assets, both statutory and non-statutory, most notably through the reinstatement of the historic landscape and the biodiversity management.
- 3.26 This is a sustainable development opportunity that is entirely appropriate for the site and would deliver a range of benefits for both the community and environment.

4.

WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

COMMUNITY ENGAGEMENT



4. INTRODUCTION - COMMUNITY ENGAGEMENT

- 4.1 This section of the Informal Tender sets out a comprehensive Communications Plan for the bidding and selection processes and in the event of THFC being successfully appointed, the subsequent community engagement and planning processes.
- 4.2 This Communications Plan responds directly to the brief set out in the Knight Frank letter of 19 December 2019 and subsequent clarification provided by Knight Frank in response to a series of queries raised by the Club.
- Context**
- 4.3 The Club appreciates that this is a public procurement project dealing with publicly owned land and so subject to significant scrutiny through the process from invitation to tender, through shortlisting to selection and then through to planning, construction and then operation.
- 4.4 All bidders entering the process have to be prepared for considerable scrutiny themselves and so having a well-considered communications plan is an important part of the tender process.
- 4.5 This is enhanced by the fact that there has already been significant public interest in the future of the WPGC, which is not just relating to the 18-hole course, but also the future of the existing woodland. Local interest groups, users of the golf course and others are understandably concerned about any possible changes and the impact of those changes on the local communities and the land/environment.
- 4.6 Meanwhile, local authorities have a responsibility to manage their assets in a sensible way and, at a time of ongoing budgetary constraint in local government finance, all of them are looking at how they balance financial responsibility with asset management.
- 4.7 In the case of the proposed WPGC lease, the Club is already well established in the immediate area. The Club's state of the art Training Centre, immediately to the east of the site, was granted planning permission in late 2007 and opened in 2012 to much acclaim. The facility is widely regarded as one of the best in the world. The Club has also placed continued emphasis on high quality grounds maintenance and where possible enhancing biodiversity.
- 4.8 Since then the Club has successfully and sensitively converted the adjacent Myddelton Lodge farmhouse to the east into a player lodge facility. The Club also has an extant planning permission for a new environmental centre and nature reserve located immediately to the east of the WPGC site in what is known as Western Field (a.k.a Camp Field) and Dickensons Meadow. If successful in its bid for the WPGC site, the Club would seek to amend its planning permission for the Western Field and Dickensons Meadow to create better connectivity between the two sites. The Club would also seek to expand community and educational access to the WPGC site, as previously referenced in Section 2.
- 4.9 Since 2011, the growth in women's football has been significant. The FA, who took over the running of women's football in England in 1993, says that football is now the top participation sport for women and girls in England with more than 2.63 million registered players, including over 850,000 new participants since England's women football team reached the semi-finals of the 2019 FIFA Women's World Cup. Tottenham Hotspur Women has also enjoyed significant growth and success, finishing second in the FA Women's Championship, resulting in promotion to the top tier of Women's Football in the UK, the FA Women's Super League. Today, it is one of the biggest clubs in London, running 11 teams (three senior sides and eight junior sides).

4. COMMUNICATIONS OBJECTIVES - COMMUNITY ENGAGEMENT

4.10 The following three core communications objectives are proposed for THFC's approach to this project:

- 1. Coordinate closely with the London Borough of Enfield (LBE) throughout the process.** This is to ensure that there are “no surprises” and, as far as possible the Club and LBE “speak with one voice”.
- 2. Engage openly and constructively with all interested parties throughout the selection process and if selected to take on the lease, through the planning process.** The Club and the design team would work with all stakeholders to ensure an open style of communications to: (a) provide accurate information about the emerging project; (b) establish confidence in the proposals; (c) promote the benefits of the emerging proposals; and (d) encourage dialogue and involvement. The utilisation of a variety of techniques, including targeted meetings, a dedicated consultation website, drop-in sessions, public exhibitions and media activity would ensure the engagement of a broad range of stakeholders. The Club would encourage active participation and the sharing of ideas and should always be available to meet with stakeholders alongside facilitating some set-piece consultation events timed to coincide with important design milestones. This, along with any proactive or reactive media work, would be fronted by consistent ‘faces’ of the project to represent the Club. The Club will especially want to engage with people who have not been heard in this process – the young; BAME communities; and those with disabilities. The Club has developed effective programmes in this area through its Foundation.
- 3. Maintain an open dialogue with stakeholders through construction and into operation of the new facilities.** The key here will be to communicate the benefits of and the opportunities which will flow from the new facilities. The themes of “SEE” – sport, education and the environment - will be central to this.

Communications strategies

4.11 To deliver these three core communications objectives, we have set out nine communications strategies:

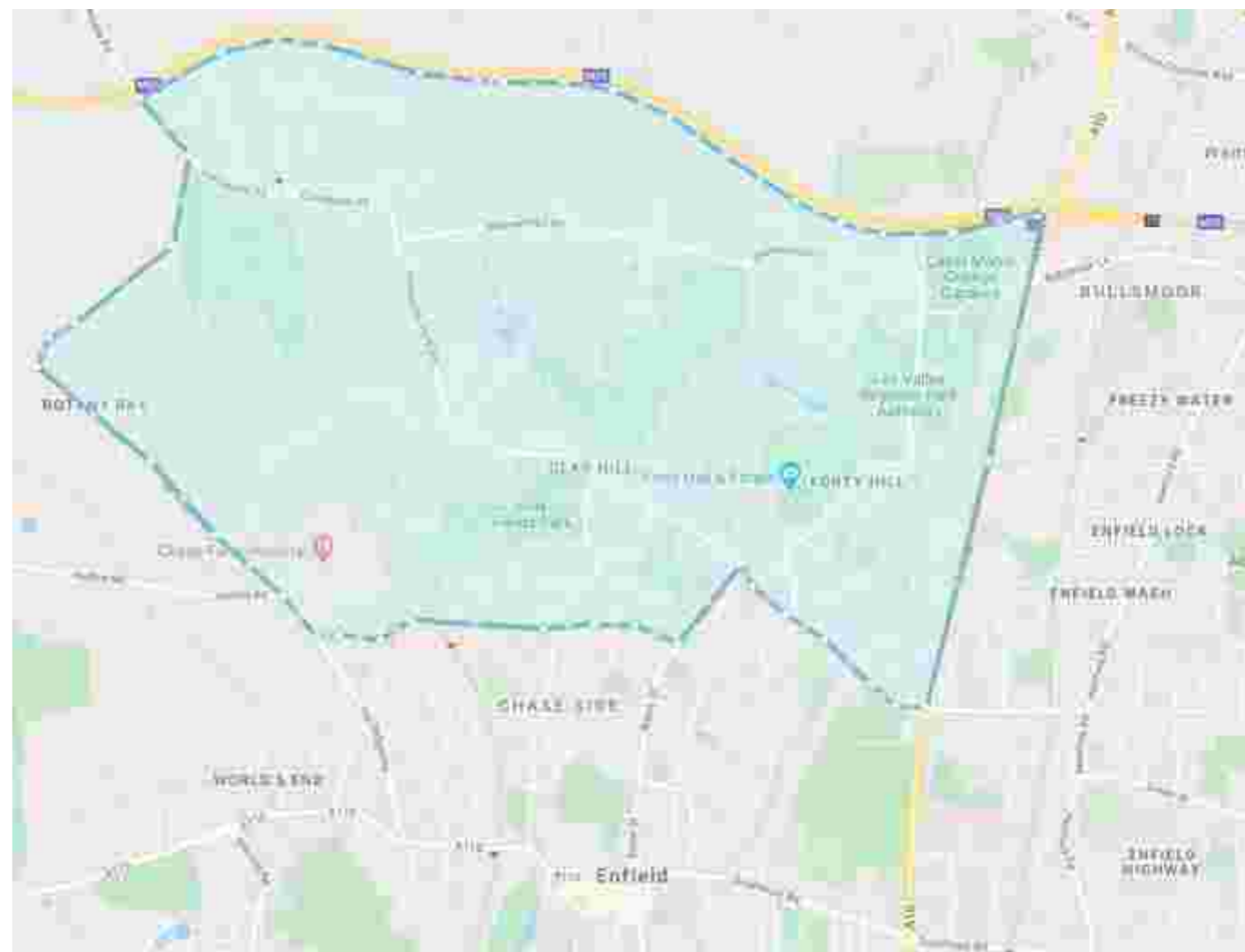
- 1. Clear protocol.** In order to coordinate closely with LBE, the Club suggests agreeing a short communications protocol which sets out the expectations between the Club and LBE through the selection process and, if successful, through to planning. This protocol can be prepared if the Club is shortlisted (and could apply to the other shortlisted bidders too until selection).
- 2. Regular political updates.** Subject to discussions with LBE, the Club would introduce a regular update for the ward Councillors, local MP and other key political contacts in the Borough.
- 3. Detailed stakeholder mapping.** In order to engage with all interested parties, the Club has prepared a detailed list of circa 200 potential individual stakeholders. Subject to GDPR rules, we would like to cross reference this with LBE's own list to ensure all key parties are covered.
- 4. Defined red line.** In addition, we have included within this communication plan two options for a “red line” door drop area which we normally prepare when moving forward with engagement in an area. Subject to further discussion with LBE, we would propose to proactively door drop/contact a similar area to one of the two options once selected to engage with people about the emerging ideas for WPGC. It is based on the experience gleaned from the previous three planning applications taken forward by the Club. The door drop area includes at its largest some 16,000 residents and is bordered by the M25 to the north, the A10 to the east, The Ridgeway to the west and Southbury Road and the A110 to the south.

4. COMMUNITY ENGAGEMENT - RED LINE OPTIONS AROUND THE SITE

Option A - 15,899 addresses



Option B - 6,392 addresses



4. COMMUNICATIONS STRATEGIES - CONTINUED

- 5. WPGC liaison group.** Subject to discussions with LBE and local groups, the Club would seek to establish a WPGC liaison group to act as a regular engagement body. This would be chaired by someone with experience handling such meetings, probably from the Club. The meetings would be held regularly through planning and into implementation, perhaps quarterly, minuted and all actions taken forward. This can include discussions around design, construction management, local labour supply and job opportunities and ongoing maintenance of the facility. The approach has been used successfully by the Club at its new Stadium in Tottenham for the last three years.
- 6. Ease of contact through website/help line/social media.** Once selected, we would set up a website and post regular information here about the emerging proposals. A hot line would also be set up and run from LCA's offices. The Club would also utilise its social media expertise to ensure that engagement is maximised across all groups. For example, in addition to platforms such as Twitter, Instagram and Facebook, there is increasing use of WhatsApp to support community engagement.
- 7. Consistent faces for the team.** The core team for the project and the day to day "faces" will be maintained as much as possible through the process. From the Club, Richard Serra will be a primary face in the early stages and, as the project moves forward into planning, key consultants will take leading roles, such as F3 architects.
- 8. The right tone of voice.** One which is clear and jargon free when communicating the proposals.
- 9. Have a clear and simple identity for the project.**

4.12 Approach to stakeholders

As set out in our objectives, we are keen to engage widely and openly. The graphic below complements and expands on our proposed stakeholder list (circa 200 individual entries) and demonstrates the Club's understanding of the local communities and the issues involved in this project.

The graphic sub-divides stakeholders into the following eight categories:

1. Local and regional politicians and officers – eg MP, ward Councillors, the Leader of the Council, relevant Cabinet Members, key officers, GLA deputy Mayors and officers, TfL Deputy Mayor and officers
2. Statutory authorities – eg Environment Agency, MHCLG, DEFRA, DCMS, Historic England, Natural England
3. Current users and residents – eg golf club members, walkers, café users, The Limes, up to 18,599 local residents and businesses and local schools and colleges – the Club has worked with and has contacts with many of the borough's schools and will engage with them widely, given the education/sporting potential of the bid
4. Local interest and community groups – eg Capel Manor, Conservation Advisory Group (CAG) Enfield Society, Friends of Forty Hall, LVRPA and faith groups
5. National and regional interest groups – eg CPRE, London Wildlife Trust
6. THFC stakeholders – eg the FA, supporters and the Foundation
7. Media – national, regional, local, print, broadcast and social
8. Others – utilities, rail operator/Network Rail, Highways Agency



TOTTENHAM HOTSPUR FOOTBALL CLUB

WHITEWEBBS KEY STAKEHOLDERS



POLITICAL STAKEHOLDERS

Enfield Council political leadership
Chief Executive & Senior Officers
Local MP

LOCAL INTEREST AND COMMUNITY GROUPS

Enfield Society and Friends of Forty Hall Society
Conservation Advisory Group (CAG)
Enfield in Bloom
Capel Manor

Enfield Road Watch Action Group
Enfield Health and Social Care Partnership
Lee Valley Regional Park Authority

Enfield Mencap

CURRENT USERS AND RESIDENTS

Whitewebbs Golf Club
Toby Carvery Pub
Whitewebbs Park Enfield Group
Walking in Whitewebbs Park Group

Up to 18,599 neighbouring residents and businesses

Local schools and colleges*

GLA
TFL

Chase Ward Councillors

ADDITIONAL STAKEHOLDERS

STATUTORY AUTHORITIES

Environment Agency
DEFRA
DCMS
Historic England
Natural England

NATIONAL AND REGIONAL INTEREST GROUPS

CPRE London
London Wildlife Trust

THFC STAKEHOLDERS

Tottenham Hotspur Supporters
Tottenham Hotspur Foundation
The FA
Tottenham Hotspur Women

MEDIA

National
Regional
Local
Social

OTHER

Utilities
Network Rail
Highways Agency

*There are circa 90 local schools and colleges that the club already knows or has previously engaged with on the training centre.

4. OUTLINE PROGRAMME - COMMUNITY ENGAGEMENT

4.13 As requested by the LBE, this Communications Plan is set out in five phases from submission of this bid, namely shortlisting, selection, planning, construction and operation. Clearly the further ahead the programme looks, the less detailed the planning can be, as a lot depends on the operation of the project on what is granted planning permission. These phases are also set out in a table format on pages 68-69.

Shortlisting to selection – phase one.

4.14 The shortlisting phase is a phase when the Club would remain completely reactive. Any approaches from media or interested parties about the Club's possible involvement will be flagged with LBE's procurement team. No statements will be issued without LBE's agreement. The Club's current position is as follows:

4.15 *"We have long had a policy of not commenting on speculation about property matters relating to the operation of Club and that policy continues."*

4.16 Assuming the Club is shortlisted then it would be prepared to offer tours to LBE and its advisors around the existing THFC Training Centre and to understand the potential value in bringing the WPGC together with the Training Centre and the Western Field / Dickens Meadow site.

4.17 LBE has made clear that they may shortlist a number of bidders and some form of engagement may be required. The Club will prepare materials required for this as requested by LBE and participate in whatever process is set out.

Selection – phase two

4.18 LBE has confirmed that the winning bidder will be required to hold a "drop in event" for stakeholders between selection and contract signing. The details for this are yet to be agreed, but the Club will be ready to participate in this.

4.19 The drop in event could include a range of materials (for example boards, maps of the site, comments cards etc.) and a presentation could also be given to expand on the Club's vision and approach. The messaging will focus on the "emerging proposals" rather than the "final plans" and a range of options / ideas (for some of the land) could be included for certain parts of the masterplan to promote community involvement and consultation at this early stage.

4.20 This event would be the first element of the Statement of Community Involvement (SCI) the preparation of which would be a key output for LCA in the run up to submitting the planning application. All feedback will be noted and all comments will be addressed as the designs progress post selection.

4.21 It is important that the selection process is handled appropriately by all parties, so there will be an Alcatel period of 28 days and then coordinating communications with LBE will ensure that the move into the planning process gets off to the best possible start.

4.22 All the design team working to the Club will abide by an internal protocol and ensure coordination of all messaging by the Club.

4. OUTLINE PROGRAMME - COMMUNITY ENGAGEMENT - CONTINUED

Planning process - phase three

4.23 The timetable for this will be to a great extent driven by the design process.

4.24 However, LCA has set out an indicative programme, without fixed dates at present, to demonstrate the broad approach. Subject to the Alcatel period, during which time Quod and LCA would run through this programme in a lot more detail with LBE, we would propose four stages pre submission and one post submission:

4.25 **Stage 1 - introducing the broad concept for WPGC.** This would begin with the formal announcement that the Club has now been selected. Communications will be sent out to stakeholders, setting out the Club's vision for the WPGC and the outline timetable, including early opportunities to engage. The website would be established at this stage, along with the hot line and a presence across social media platforms. All engagement from this date onwards would be captured in the SCI which would be submitted as part of the planning application. Early key messages here would explain the need for more sports pitches to meet the growth in women and girl's football, biodiversity net gain, woodland planting and restored historic parkland, expanded education opportunities and the historical heritage of the site.

4.26 **Stage 2 - exhibiting the detailed proposals for WPGC and perhaps the amended Western Field / Dickensons Meadow sites.** The Club would invest significant resource in sharing the detailed proposals with stakeholders. This would be done through exhibitions (open to all), meetings with local groups and the production of a briefing document setting out the proposal and the benefits of it.

4.27 **Stage 3 - follow up meetings to address points or issues and perhaps amend the scheme.** Where points are raised all will be answered at this stage and reflected in the SCI.

4.28 **Stage 4 - complete SCI for submission.** This document will cover all the engagement, the feedback through the engagement and address all issues raised.

4.29 **Stage 5 - statutory consultation to committee.** At this stage the plan for this period is not yet developed and is to a great extent influenced by and dependent on how the engagement has progressed and what is eventually enshrined within the planning application.

Construction management - phase four

4.30 The construction of the approved scheme will be subject to a detailed Construction Environmental Management Plan (CEMP) which will be submitted with the planning application and approved as part of the permission.

4.31 The communications elements of this CEMP are set out in outline below and would be developed further in consultation with the Club, the design team, LBE and local stakeholders and then built into the appointed contractor's contractual obligations.

4.32 There will be a 24-hour dedicated helpline for any issues related to construction management.

4.33 A named lead contact will be identified for engagement on all construction matters.

4.34 Updates on construction will be provided regularly on the website, via newsletter door drops, social media and at the liaison group meetings.

4.35 Working hours will be agreed with LBE and only exceeded with agreement and local stakeholders informed at least seven days beforehand.

4. OUTLINE PROGRAMME - COMMUNITY ENGAGEMENT - CONTINUED

4.36 On site signage/hoardings will be approved by LBE and include contact information.
A travel plan for the workforce will be approved and implemented.

4.37 A servicing strategy for the construction programme will also be approved.

4.38 It should be noted that it is likely that some elements of the proposals will open before all the works are completed and that the construction programme, whether for the women and girls' football academy or biodiversity elements are phased with opening and operation. This may raise some health and safety issues and these will be addressed in the detailed CEMP and communications plan.

Operation - phase five

4.39 At this stage in the process, it is not possible to set out a detailed communications plan for the operation of the new facilities. However, some key elements of this will include:

4.40 A potential opening event with a strong emphasis on access, opportunity and experience across sport, education and the environment (SEE). These themes would run through much of the communications plan for the ongoing operation.

4.41 The potential to establish an education liaison group to agree the educational accessibility and opportunities relating to the Club's proposals. The Club already has extensive educational contacts in Enfield and there is clearly an opportunity to provide far greater SEE experiences to the young people of Enfield by integrating the WPGC site with the Western Field and Dickens Meadow sites.

4.42 The website and social media platforms will be updated and maintained on a regular basis clearly showing when and how the public will be able to access the facilities.

4.43 An Operations Manager will be named and will lead on all engagement.



4. COMMUNICATIONS PROGRAMME

4.44 Each stage of the project is set out in tabular format below:

PHASE		INDICATIVE DATE	AIM	AUDIENCE	ACTIVITY
PHASE 1 Bid preparation & submission		February 2020	<ul style="list-style-type: none"> - Prepare a communications and engagement programme from bid submission to project completion - Prepare a high-quality bid proposal that addresses as best as possible the criteria set out by LBE - Coordinate with LBE comms team to ensure reactive media lines are aligned 	- LBE	<ul style="list-style-type: none"> - Prepare communications programme - Wed 19 February – pre-app meeting - w/c 24 February – comms plan submitted for review - Liaise with LBE comms re: messaging and prepare reactive statement - 2 March – bid submission deadline
PHASE 2 Shortlisting/ preferred bidder		March 2020 – April 2020	<ul style="list-style-type: none"> - LBE event to introduce preferred bidder(s) and proposals to the wider public - Coordinate with LBE comms team to ensure messaging is aligned and teams are coordinated 	<ul style="list-style-type: none"> - Local residents, businesses, politicians - Community and environmental groups - Schools and colleges - Media 	<ul style="list-style-type: none"> - LBE to share engagement guidelines - Logistics, materials, timings, etc. - 30 March – deadline for preferred bidder announcement - Reactive media lines & headline Q&A agreed with LBE comms team - Media protocols agreed with LBE for handling enquiries
PHASE 3 Selection		April 2020	<ul style="list-style-type: none"> - LBE and THFC comms teams are prepped for selection & announcement - Coordinate to ensure media lines are aligned 	- Media	<ul style="list-style-type: none"> - May 2020 – agree Heads of Terms (LBE timings) - June 2020 – Agreement for Lease concluded (LBE timings)

4. COMMUNICATIONS PROGRAMME

PHASE		INDICATIVE DATE	AIM	AUDIENCE	ACTIVITY
PHASE 4 Planning The date of the planning committee is tbc	Stage 1: Introduction	May 2020 – June 2020	<ul style="list-style-type: none"> - Introducing the broad concept for WPGC - Ensure the project team and LBE are aligned in strategy to establish consistent early engagement - Present future consultation timetable and emphasise all the different ways in which local people can be involved. 	<ul style="list-style-type: none"> - Local residents, businesses, politicians - Community and environmental groups - Schools and colleges 	<ul style="list-style-type: none"> - Further refining of approach, narrative and consultation materials - Media and social media strategy for consultation developed - Public drop-ins - A dedicated online presence established - Establishment of Liaison Group
	Stage 2: Detailed exhibition	July 2020 – August 2020	<ul style="list-style-type: none"> - Prepare for further, thorough consultation work with the local community on the proposals. - Prepare the publicity and materials needed to conduct a thorough consultation locally. 	<ul style="list-style-type: none"> - Local residents, businesses, politicians - Community and environmental groups 	<ul style="list-style-type: none"> - Public exhibitions, drop-ins, community events, etc. - Meetings and briefings - Production of briefing document - Liaison Group meeting
	Stage 3: Follow up	September 2020 – October 2020	<ul style="list-style-type: none"> - Follow up engagement - Present the final proposals, as they will be submitted for planning consent. - This phase is designed to ensure that the community fully understands the details of the final plans and supporting strategies as well as the long-term legacy 	<ul style="list-style-type: none"> - Local residents, businesses, politicians - Community and environmental groups 	<ul style="list-style-type: none"> - Public exhibitions, drop-ins, community events, etc. - Meetings and briefings - Publicity material - Updated content for online channels
	Stage 4: Submission	October 2020	<ul style="list-style-type: none"> - Complete SCI for submission - Inform local community, politicians and key groups that a planning application has now been submitted - Further engagement with any local residents and businesses as required 	<ul style="list-style-type: none"> - Local residents, businesses, politicians - Community and environmental groups 	<ul style="list-style-type: none"> - Complete Statement of Community Involvement - This document will cover all the engagement, the feedback through the engagement and address all issues raised - Update key local stakeholders using variety of channels
	Stage 5: Statutory	November 2020 – February 2021	<ul style="list-style-type: none"> - LBE statutory consultation - At this stage the plan for this period is not yet developed and is to a great 	<ul style="list-style-type: none"> - LBE - Media 	<ul style="list-style-type: none"> - Further engagement as required - Media lines for decision prepared
PHASE 5 Construction		TBD	<ul style="list-style-type: none"> - Keeping the local community informed of construction activity - Regular updates on construction activity and intensive works 	<ul style="list-style-type: none"> - LBE - Local residents, businesses, politicians 	<ul style="list-style-type: none"> - Sharing a detailed Construction Management Plan with LBE - Regular newsletters / letters to immediate residents and key stakeholders on construction progress
PHASE 6 Operation		TBD	<ul style="list-style-type: none"> - Well operated sports and education facilities, alongside high quality, wildlife and environment space for both the THFC Women's Team and public to enjoy. 	<ul style="list-style-type: none"> - Local residents, businesses, politicians - Community and environmental groups 	<ul style="list-style-type: none"> - Host an opening event - Establish an education liaison group - Online channels to be updated regularly - Name an operations manager to lead on all engagement

5.
WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND
THE APPLICANT'S FINANCIAL STANDING &
SUMMARY BUSINESS PLAN



5. THE APPLICANT'S FINANCIAL STANDING AND SUMMARY BUSINESS PLAN

5.1 The Applicant and prospective contracting entity is Tottenham Hotspur Limited ("THL"). THL is the Guarantor on the 99-year lease dated 1 May 2013 for the adjacent Tottenham Hotspur Training Centre. As part of a recent refinancing exercise relating to the Tottenham Hotspur Stadium, THL and its subsidiary companies were assessed by two ratings agencies:

Fitch Ratings – assigned BBB+ rating

DBRS – assigned BBB (high) rating

5.2 Both ratings are strong investment grade. DBRS commented:

"The ratings reflect Tottenham's respected brand with global appeal, diversify sources of predictable revenues and the expected growth in earnings from the Club's new stadium."

5.3 In addition to these ratings, Dun & Bradstreet's risk assessment and outlook is as follows:

Maximum Credit recommendation: £18,562,500

Overall assessment of this organisation over the next 12 months: Stable condition

Based on the predicted risk of failure: Strong likelihood of continued operations

5.4 The following headline figures are from THL's audited annual reports¹:

	June 2019 £'000	June 2018 £'000	June 2017 £'000
Revenue	460,695	380,697	309,674
Profit before interest & taxation	112,541	157,077	72,934
Net assets	403,724	335,172	222,219

5.5 The proposed scheme and associated public and community benefits set out in Section 2 of this Informal Tender would be funded through THL's direct investment. The precise scale and nature of this investment will be defined through the process of developing the current proposal and engaging with wider stakeholders.

5.6 Section 2 of this Informal Tender sets out how the Club proposes the establishment and operation of a pioneering Habitat Bank, which will contribute to the long-term funding of the management and continued enhancement of the site.

5.7 The newly created Habitat Bank will be centred on the existing Whitewebbs Wood, but expanded to an overall area of 60.25 Ha across the existing Whitewebbs Wood (Area 3); the riparian area south of Whitewebbs Wood (Area 3a) and the wooded area adjacent Whitewebbs Lane to the north of the proposed Academy (Area 3b). The Habitat Bank will service the mandatory biodiversity net gain (BNG) requirements of Enfield's development for the foreseeable future.

¹ These reports are free to access from Companies House – Company registration number 1706358 – or we can provide on request



5. THE APPLICANT'S FINANCIAL STANDING AND SUMMARY BUSINESS PLAN - CONTINUED

- 5.8 The 60.25 Ha would generate approximately 271 conservation credits dependent on habitat type. Given a conservation credit can cost £15k- £20k (though there is no upper limit), the site could potentially deliver £4.06-5.42m of conservation credits to invest in nature recovery in the area.
- 5.9 The extent of credits available would be expected to satisfy a 10 year development demand. The details would be determined by the Environment Bank who would work in partnership with LBE
- 5.10 The creation of a regionally significant Football Academy for Women and Girls that will deliver grassroots and community coaching alongside the development of a female Tottenham Hotspur player academy will be funded through THL's direct investment. Additional engagement from the Global Coaching Team and the Club's charitable Foundation will help LBE grow participation levels in sport and leisure among women and girls.
- 5.11 Enhancing public welfare facilities at the Southern Clubhouse will be advanced by direct investment from THL, with the Café being developed using the in-house expertise of Tottenham Hotspur Football Club which has created the award-winning catering and hospitality facilities, including its high street 'M Café', at the new Tottenham Hotspur Stadium. THL and the Club, given their resources, are confident these facilities will be self-funding in the long term, but will be underwritten by THL in any event.
- 5.12 The Club notes the TUPE information provided by LBE and will endeavour to find comparable roles for the employees either within the scheme itself or in the adjacent Training Centre.



6.

WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

THE FINANCIAL OFFER



6. THE FINANCIAL OFFER (EVALUATION CRITERION 2)

6.1 The Club is prepared to take a 25-year lease across the entire site (97.8Ha).

On the basis of the information made available to the Club by LBE and its advisors to date, the Club is able to offer a capitalised sum of £2,000,000.00 (two million pounds) expressed as a net present value.

6.2 The offer is subject to contract.

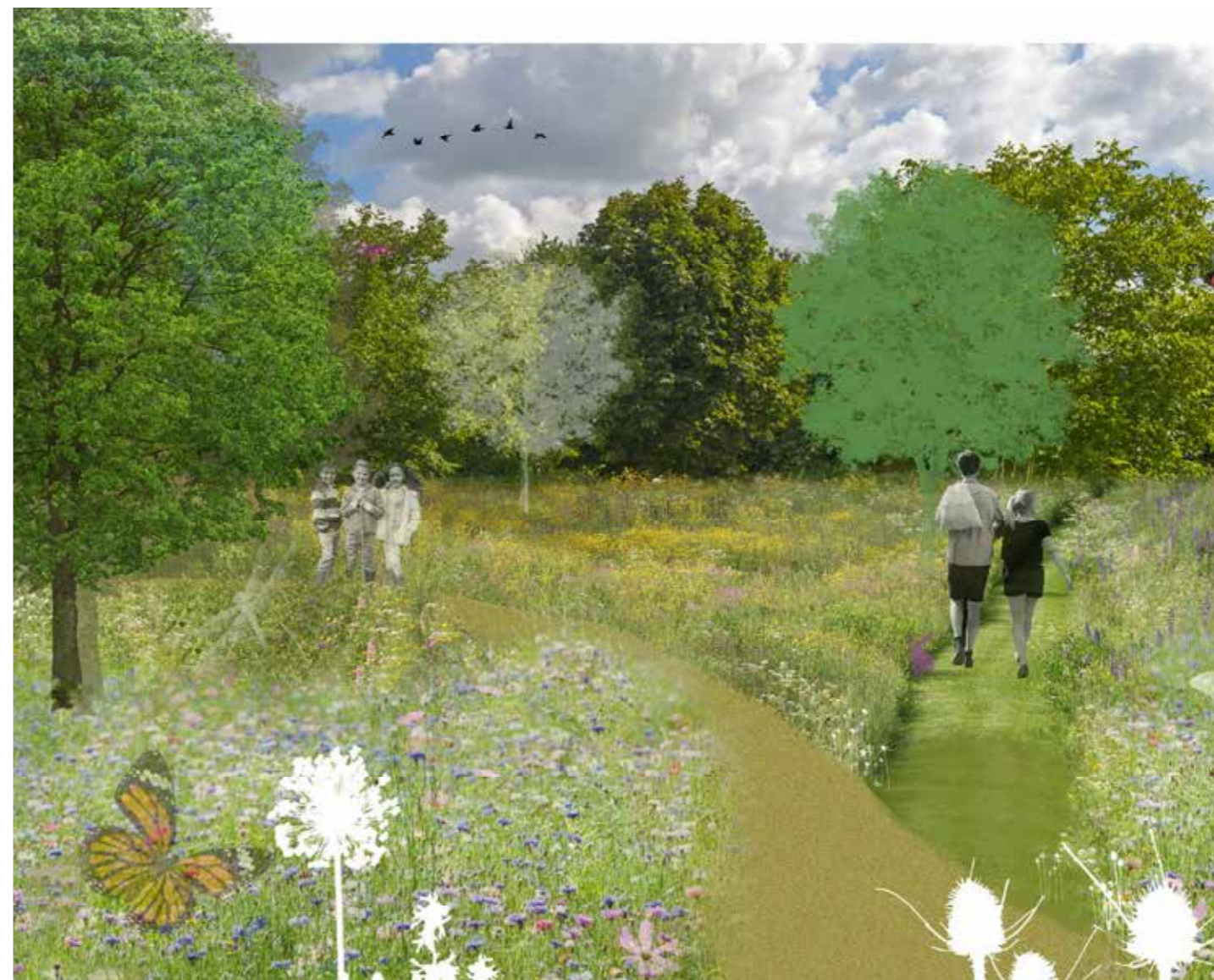
6.3 The offer is subject to site and building surveys.

6.4 In making this offer, the Club has inspected the Definitive Footpaths Map and notes that public rights of way are recorded against this site. However, it appears to the Club from its own enquiries and inspection that:

6.4.1 The formal rights of way may not be as indicated on the Definitive Footpaths Map; and

6.4.2 It appears that third parties may have been exercising informal rights of way over the site and it needs to be established whether any prescriptive rights have been acquired.

6.5 This offer is therefore also made on the basis that should any discrepancies emerge concerning rights of way and public access (informal or otherwise) then the Club reserves the right to amend its offer.



APPENDIX A

WHITEWEBBS PARK GOLF COURSE & ADJACENT LAND

DETAILS OF RELEVANT EXPERIENCE

THE APPLICANT'S EXPERIENCE IN COMPARABLE LEISURE USES

- A.1 Tottenham Hotspur Football Club was formed in 1882 and has therefore been in the sport and leisure industry for the past 138 years. The longevity of the Club's existence brings with it an almost unparalleled expertise in the establishment and successful operation of elite sport and leisure facilities, including green keeping and estate management, catering and community engagement.
- A.2 For example, the Club recently opened its £1bn Tottenham Hotspur Stadium in the adjoining borough of Haringey. The stadium has opened to universal acclaim, has already won over a dozen industry awards and is the most technologically advanced stadium in the World. Moreover, it is the centrepiece of the Club and Haringey Council's efforts to regenerate one of the most deprived areas in London.
- A.3 The Club opened its adjacent Training Centre in 2012, which is still widely regarded as one of the best examples of its kind in the world. The Training Centre accommodates the Club's football operations, including all of the training, medical and catering facilities associated with the First Team and Academy (youth) operations. The Club's ten-year commitment to deliver at least 70,000 community coaching hours will come to a successful end in June. The Training Centre is a winner of seven gold awards from Enfield in Bloom and three trophies from the London Garden Society.
- A.4 A 45 bed player accommodation facility known as The Lodge opened in 2018. In addition to providing overnight accommodation on-site for the First Team, the facility has hosted the England and Brazil national men's teams and the USA women's team. The two facilities represent a combined Club investment of over £130m in Enfield.
- A.5 If successful, Whitewebbs Park would be an extremely important venture for the Club, but one that would be comfortably within the scope of the Club's expertise and financial ability to deliver.

A.6 As with all projects it undertakes, the Club seeks to appoint a best in class team of consultants in order to ensure that the highest levels of design quality are maintained. The Club's proposals for Whitewebbs Park are no different. The team's relevant expertise is set out in Appendix B and their ongoing involvement in the project is a Club undertaking as part of this Informal Tender.

A.7 Finally, the Club's bid is led by its Head of Planning, Richard Serra. Richard is both a chartered surveyor and chartered town planner with over 25 years' experience in a wide variety of planning and regeneration projects. Richard has been closely involved in all of the Club's development activities since 2005, including in Enfield, the Training Centre; The Lodge and the Spurs Environmental Centre & Nature Reserve.

A.8 In summary, the Club itself has demonstrably more than ten years' experience in comparable leisure uses and this experience is further supplemented by a vastly experienced professional team that will remain involved in the project from inception to completion.

A.9 The following six pages summarise our credentials:

THE TOTTENHAM EXPERIENCE & TOTTENHAM HOTSPUR STADIUM

A.10 “The reconstruction of Tottenham Hotspur’s football stadium and complementary development on High Road West and Northumberland Park, will provide a new leisure destination for north London within the borough alongside much needed new jobs, retail space, services and homes for local residents.”

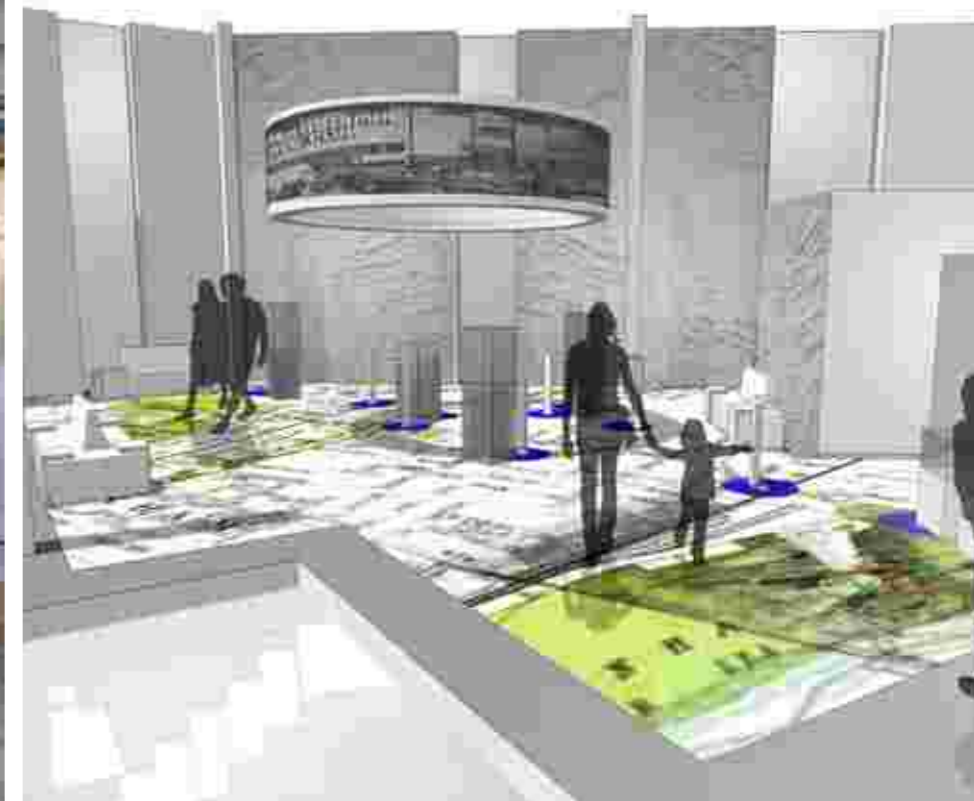
- *Tottenham Area Action Plan 2017, Haringey London*



A.11 Founded in 1882 and led by the current management team since 2001, Tottenham Hotspur Football Club has transformed White Hart Lane Stadium into Tottenham Hotspur Stadium, which opened in 2019.



A.12 The Tottenham Experience, located at the southern end of the Stadium, is home to the largest retail space of any football club in Europe, utilising the latest retail, technology, and leisure concepts. The store is also the base-camp to tours of the Tottenham Hotspur Stadium, roof walk and the museum (opening in 2020). This development is evidence of the Club’s exemplary track record in the delivery of quality guest and visitor experiences.



TOTTENHAM HOTSPUR FOUNDATION

A.13 Since being established as a Registered Charity in 2006, The Foundation has established productive and valued partnerships with its local communities where there are significant socio-economic challenges alongside aspirations, potential, talent and opportunity to create, deliver and sustain positive change.

A.14 Through sport and unwavering support from the Club, The Foundation community outreach programmes impact in four key areas, across all corners and crossroads of north London.

- Health and wellbeing
- Community cohesion
- Education
- Equalities and inclusion.



TOTTENHAM HOTSPUR TRAINING CENTRE

A.15 Adjoining the land directly to the east of Whitewebbs Park Golf Course, the Tottenham Hotspur Training Centre, with 15 grass pitches across the site, has been operating since 2012. This best in class, elite sports facility has been designed with environmental protection and sustainability at its heart. The focus on enhancing and reinstating key features of the local environment including restoring historic hedgerows and field boundaries, as well as significant additional planting, an organic kitchen garden and orchard. The Club planted over 150 new and semi-mature trees and thousands of new plants, hedges and flowers across the site in order to establish and enhance the ecological habitat.

A.16 An attenuation pond has established a wetland habitat with natural plant and wildlife, which is also designed to control the flow of water off-site through the historic restored sleuss gate. This pond augments the existing habitat provided for Great Crested Newts on site and is an example of the proven track record of the Club for sensitive ecological treatment of the existing environment.

A.17 *“The Club set out to create a Training Centre that would be sensitive to its environment and extremely sustainable. We have delivered over and above expected requirements through extensive planting and ecological enhancements, as well as created a highly efficient building which far exceeds the requirements of building regulations”*
- Daniel Levy, Tottenham Hotspur Chairman.



THE KITCHEN GARDEN & WILD FLOWER MEADOW

A.18 Organic produce grown on site gives the performance chef and nutritionists the opportunity to increase natural vitamin intake. Reducing the time between harvest and consumption increases the quality and freshness of the meal. This 'hyperlocal' trend is relatively new but has been in place at Tottenham Hotspur Training Centre for the last seven years.

A.19 The Training Centre's Wild Flower Meadow not only offers an aesthetically beautiful place for staff and guests to visit, it also houses a number of 'bug hotels'. Bug hotels are abundant across the Training Centre campus, an example of one of the many ways the Club aim to increase biodiversity in the area.



THE LODGE

A.20 The Lodge is the private accommodation for Tottenham Hotspur Football Club's First Team and Academy in a bespoke designed facility with a focus on elite sports performance. Its creation as part of the Training Centre allows the Club to create a controlled, consistent and familiar environment for their Players where they can optimise rest, rehabilitation, recovery, and diet.



A.21 Sited within a Conservation Area and Green Belt The Lodge, which involved the careful extension of a historic locally listed building, minimises its impact through a sensitive response to landscape and heritage with best in class ecological and sustainability standards. No matter what task the Club undertake, all aspects are held to a certain standard, with only the highest level of quality acceptable. The Lodge is a perfect example of what a holistic and dedicated approach to quality can achieve.



THE WESTERN FIELD / SPURS ENVIRONMENTAL CENTRE & NATURE RESERVE

A.22 The brief for the now consented Spurs Environmental Centre and Nature Reserve focuses on the Club's desire to create an environment where youth well-being can be promoted through education and outdoor sport events. With the intention to provide the Borough with a unique and high quality education experience for both primary and secondary school level pupils, this development will offer a 'hands on' experience of the natural science curriculum and access to elite sports surfaces.

A.23 A succesful bid proposal result for WPGC would provide an opportunity to further increase the scope of this project to provide improved access opportunities and greater community benefit.



APPENDIX B

WHITEWEBBS GOLF COURSE & ADJACENT LAND

THE PROFESSIONAL TEAM



DARREN BALDWIN & THE THFC SPORTS TURF ACADEMY

Head of Playing Surfaces and Estates, Tottenham Hotspur Football Club

After studying at Capel Manor College, Darren joined Tottenham Hotspur Football Club in June 1996, as Head Groundsman. At this time he was the youngest Head Groundsman in the history of the Premier League at the tender age of 24.

Darren oversees all the Club's playing surfaces and extensive landscaping. Undoubtedly two of his biggest projects during his 23 year tenure at the Club have been overseeing the design, construction and establishment of the Training Centre in Enfield and in recent years Darren has been dedicating much of his time to the input in the design of the new dual Stadium pitch which was completed last season.

Darren has achieved many accolades throughout his career. He was voted Barclays (the then sponsors of the Premier League) Groundsman of the Year 2007, the British Institute of Groundsmanship (IOG) Groundsman of the Year 2007, an award he went on to claim in 2013 too. Darren has also led his team to win the IOG's Sports Grounds Management Team of the Year in 2010, 2012, 2014 and 2016.

Darren's garden team have recently taken a gold medal in the prestigious London Gardens Society Awards. An award they also won in 2017 and 2018.

Run out of the THFC Grounds Maintenance Building, this Sports Turf Academy will offer the community an educational opportunity to learn directly from the best in the field, at a world-class elite facility. THFC hope to promote the industry, with Groundsmanship being an integral, yet currently under developed part of elite sport.

The Sports Turf Academy will provide opportunity for the study of grounds and pitch maintenance, landscaping, health and safety, and mechanics. Offering students the chance to gain qualifications and working apprenticeship opportunities. The Sports Turf Academy is one of the many ways in which the Club aim to use their position to give back to the local community and provide a range of opportunities in the area.

PROFESSOR DAVID HILL CBE

Having previously developed the concept for the consented Western Field and Spurs Environmental Centre and Nature Reserve and delivered The Lodge with David Hill, the Club are proposing to further this engagement for the concept development for Whitewebbs Park Golf Course and adjacent land.

David is chairman and founding owner of The Environment Bank Ltd which he set up in 2006 to introduce the concept of compensation, via biodiversity offsetting and habitat banking, into the UK because of his concerns at the way biodiversity was treated within the planning and development sector. David's concept of biodiversity compensation, ensuring developments provide net gains to biodiversity, has been embedded in the government's 25-year Environment Plan and National Planning Policy Framework. In March 2019 the Government announced that the idea is to be made a mandatory requirement of the planning and development control system.

David was a founding member of Natural England, the governments' statutory advisers on natural heritage, a Board Member from 2006 - 2016 and its Deputy Chair from 2011 - 2016. He was also chairman of Natural England's Developer Industry Group and Board Innovation Group. He was a member of the Board of the UK government's Joint Nature Conservation Committee (2006- 2016) and a member of the government's Ecosystem Markets Taskforce (to its conclusion in 2013). David is also chairman of Plantlife International, the conservation charity dedicated to the conservation of wild plants.



David co-founded the NatureSpace Partnership in 2018, raising investment to establish the enterprise as a private sector company partnered with an environmental DNA business and two leading conservation NGOs, setting up a not-for-profit delivery agency under a Community Benefit Society model. NatureSpace provides district licencing solutions for protected species involving the creation of habitat to improve the way the species are conserved within the planning system.

Early in his career David Hill was responsible for the science on all UK reserves of the RSPB covering c.76,000ha in England, Scotland, Wales and Northern Ireland. He has extensive experience of designing biodiversity enhancement schemes over a period spanning 35 years. For example, he undertook the ecological works for the largest planning application in UK history for the raising of Abberton Reservoir in Essex which involved potential impacts on four EU Directive Special Protection Areas from Cambridgeshire to Essex and Suffolk. His designs for the scheme created 500 acres of new waterfowl habitat making the site now the best place in the UK for inland waterbirds. He delivered a similar scheme at Rutland Water. He delivered the ecological enhancement works for the restoration of the Trentham Estate in Staffordshire owned by St Modwen Developments.

In addition to having researched and published on the impacts of construction and operational disturbance effects of industrial development and recreation schemes, he has written definitive books on 'Managing Habitats for Conservation' (Cambridge University Press), 'The Handbook of Biodiversity Methods' (Cambridge University Press) and 'Wildlife Habitat Creation and Management' (Ecoscope Applied Ecologists).



THE LANDSCAPE AGENCY

RHS MASTERPLANNING

The Landscape Agency acted as lead consultant in the production of overarching site wide masterplans for the Royal Horticultural Society's four public gardens, Harlow Carr, Hyde Hall, Wisley and Rosemoor totalling more than 700 acres of designed and natural landscape.

This two year project involved the design and delivery of a stakeholder consultation programme, the development of a vision for each site, and interface with all facets of the Society's operations including catering, retail, science, education, events and membership to ensure that the masterplans enhanced the horticultural legacies at each site and provided the Society with a framework for planned strategic growth.

The masterplans provided a blueprint for development across all four sites which have gone on to support the successful implementation of a wide range of projects across all four gardens and are still being used to inform development across the sites today.



TRENTHAM GARDENS

The Landscape Agency worked with the iconic Staffordshire estate to create an innovative new woodland garden in Burke's Wood.

The project included the planting of over 70,000 new perennials and over 700 new magnolia trees planted in stunning groves of 10-50 of just one variety – it's an example of the bold scale of planting and the far-reaching scope of the vision that is going to make Trentham the go-to place for forward-looking innovations in garden making.

THE LANDSCAPE AGENCY

THE LOOK OUT HYDE PARK, LONDON

The Landscape Agency were commissioned by the Royal Parks Foundation to develop a landscape scheme for an exciting new educational facility in the heart of London's Hyde Park. Previously a look out point for the Royal Parks Police, the small existing traditional building was joined by a contemporary new structure, designed by David Morley Architects as a stimulating environment for visiting school groups. The building also provided staff offices for the Royal Parks Foundation.

Our scheme was aimed at city children, providing them with an engaging and fun setting for learning about the natural world. Dipping ponds, butterfly gardens, water harvesting, composting, habitats for birds and insect are all integrated into the rich existing layers of trees and shrubs.



THE LONDON WETLAND CENTRE

Working with leading green roof specialist Nigel Dunnett, The Landscape Agency designed and detailed a sustainable garden (sponsored by The Royal Bank of Canada) at the London Wetland Centre.

Rain water management was the key focus of the garden, showcasing innovative ideas in water conservation. The garden incorporated inventive use of materials to provide visitors with an example of sustainable garden design and how creative, artful water management combined with exciting planting design can be adapted to help reduce surface water runoff. Located within a wildlife reserve it also featured creature towers to provide habitats for animals to live in.



HACKFALL RIPON, NORTH YORKSHIRE

Hackfall was a major tourist attraction in the late-18th and 19th centuries. However by the early years of the 20th century Hackfall lay forgotten and ponds, weirs, follies and paths had become badly damaged. The consultant team worked together to oversee the implementation of the works funded by a £1 Million Heritage Lottery Fund to restore key aspects of Aislabe's designed landscape, facilitate public access and improve habitat quality.

F3 ARCHITECTS LLP

F3 Architects LLP are an award-winning RIBA chartered architectural practice based in central London who have enjoyed a successful working relationship with Tottenham Hotspur Football Club Ltd since 2008.

Our continued working relationship with THFC illustrates their clear commitment to delivery of exceptional design standards across a diverse range of projects.

Relevant Projects

Spurs Environmental Centre and Nature Reserve

THFC Training Centre
London Borough of Enfield

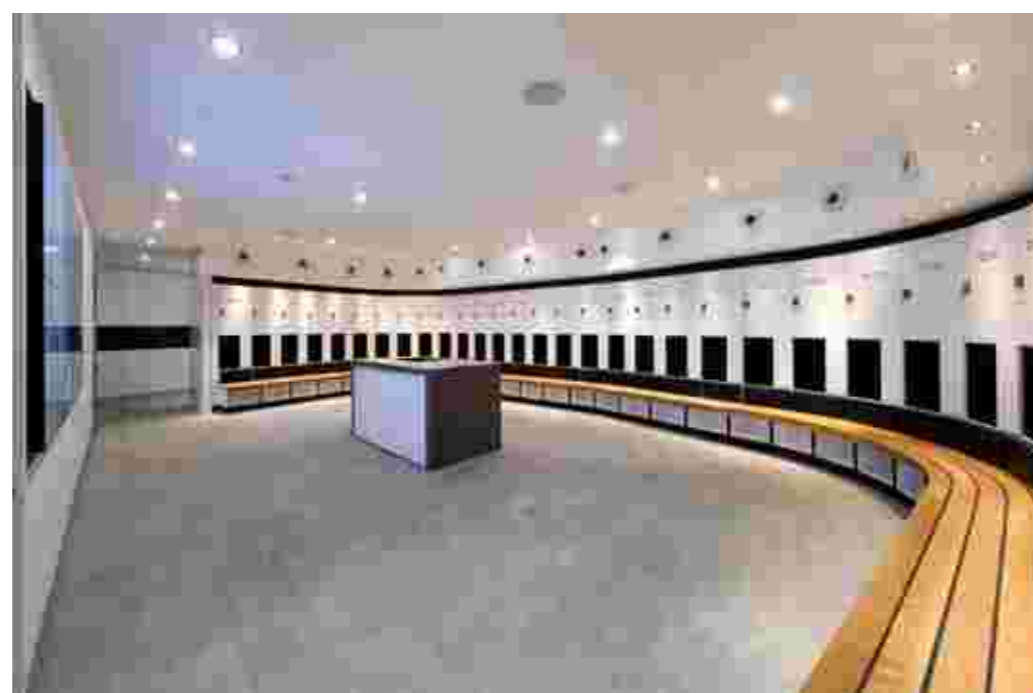
This planning consented project will deliver a purpose-built education facility alongside a top-level multi-use sports pitch and a nature reserve with boardwalks, wildflower walks and meadow. Located within and adjacent to THFC's Training Centre the scheme will create an environment where nature conservation, recreation and sport can be brought together to provide a high-quality, hands-on learning experience for Enfield children, alongside a world class multi-use sports field for schools and Club use.



F3 ARCHITECTS LLP - RELEVANT PROJECTS

The Lodge - THFC Training Centre London Borough of Enfield

Completed in 2018, the Lodge provides state-of-the-art high-quality player accommodation sensitively integrated into an existing locally listed farmhouse and Green Belt landscape. Our team worked on this project from inception to completion, ensuring the delivery of a project that represents an exemplar of sustainability for this typology and that addressed the delicate ecological habitat of the site. The private lodge contains 45 bedrooms and associated facilities including, health, treatment, entertainment and catering services which complement the world-class facilities already in place at the Training Centre.



F3 ARCHITECTS LLP - RELEVANT PROJECTS

Percy House – THFC Foundation London Borough of Haringey

Our project for the restoration and refurbishment of 'Percy House', (796 High Road), a Grade II* Listed Georgian Townhouse within the North Tottenham Conservation Area.

It provides classroom and educational programme spaces, as well the administrative offices for the Tottenham Hotspur Foundation charity. The project included a successful bid process to secure Heritage Lottery Funding.



F3 ARCHITECTS LLP - RELEVANT PROJECTS

Tottenham Hotspur Stadium

London Borough of Haringey

Opening in 2019, F3 were commissioned to design the premium front of house interiors of the new 62,062 seat Tottenham Hotspur Stadium, working closely with the Club and Stadium Architect Populous.

We were responsible for all premium hospitality areas, elite sports facilities (Association Football and NFL), and Press and Media areas. In addition to this we also delivered the Club's new flagship shop within the Tottenham Experience, the largest of any Club in Europe.

Works at the Stadium continue with the development of the detailed design and construction of the Club's museum and Skywalk experience within the second phase of the Tottenham Experience.



QUOD - WHO WE ARE AND WHAT WE DO

Quod have more than 80 professionals advising on all aspects of planning, development economics, socio-economics and environmental assessments within our London and Leeds offices.

Quod's client base includes Albion Land, Argent, Barratt, Berkeley Group, British Land, Canary Wharf Investments, Grosvenor Group, Hammerson, Legal & General, London Square, Muse Developments, Places for People, South Oxfordshire DC, St William, Stratford City Business District Limited, Travis Perkins and Westfield. We also advise some of the country's largest infrastructure providers including EDF Energy, Heathrow Airport Limited, Horizon Nuclear Power, Thames Water, and Transport for London (TfL).

Quod advises on a wide range of planning issues, providing a bespoke service to suit any requirement and adding particular value to larger or more complex projects requiring a strategic approach.

Uniquely, we combine mainstream planning advice with industry leading expertise on socio-economic issues, environmental assessments, infrastructure and development economics including affordable housing and viability. We see planning from the client's viewpoint and have a highly commercial approach, but we also understand that we need meaningful engagement with communities, stakeholders and decision makers in order to achieve support for development proposals.

Quod have advised Tottenham Hotspur Football Club on various aspects of their Estate, including both their Stadium estate (in Haringey) and the Training Ground. Quod were the planning agents for the Western Field development and are currently advising on other asset management issues relating to the Training Ground. Quod also have wide ranging experience of working in Enfield and are currently involved in a range of projects including Meridian Water, Arnos Grove.

The Quod team who would provide planning services to Tottenham Hotspur Football Club on this project include Tim Waring (Director) who would have overall responsibility for the project and would advise, in particular, on planning strategy. Day to day management would be the responsibility of James Beynon (Associate), who would also assist with setting the planning strategy and take the lead on engagement with Senior Officers and Members. CVs for both Tim and James are attached.



QUOD

TIM WARING - DIRECTOR

Tim has over 25 years' experience in planning consultancy. He joined Quod in January 2014 where he set up the company's northern office (based in Leeds).

He advises both national and regional clients on various projects, ranging from residential urban extensions, mixed use, town centre, retail parks, foodstores and infrastructure schemes.

He acts as an expert witness at planning inquiries and has a broad technical expertise in all aspects of planning.

He provides strategic advice and co-ordinates major planning projects throughout the UK.

He is Chair of the Leeds Property Forum who are the property advisory arm of the West and North Yorkshire Chamber.

Outside Quod, Tim spends much of his time with his family, enjoys the outdoors and when he can find the time, following his football team (Huddersfield Town). He is a keen snowboarder. He helps the www.thebraintumourcharity.org raising money through various charity events.

Area of Expertise

Tim has provided planning advice to the development industry for 30 years. Much of his experience has been gained in advising a broad range of national and regional development companies, retailers, house builders and commercial institutions on large, complex development schemes.

He has a strong commercial reputation, founded on a detailed understanding of the planning systems that operate in the UK, and the related planning legislation.

He applies his understanding of the planning system at both a strategic and local level, providing his clients with effective solutions that deliver the greatest prospect of success, in a timely and cost effective manner.

He regularly acts as an expert witness on planning matters at planning inquiries and hearings.

Tim is based in Leeds and has worked in the City for almost 20 years. He has a detailed understanding of both local issues and political interests affecting development in many of the Local Planning Authorities in the North of England and the Midlands. He has established a strong relationship with many of the Local Planning Authorities in these Regions, as well as nationally.

He Chairs the Leeds Property Forum Steering Group (part of the West & North Yorkshire Chamber), as well as its Waterfront Strategy Group. He advises the Chamber on planning and development related issues affecting the City Region, and in particular those affecting the waterfront areas of the City.

Tim is instructed on a number of major property schemes in the City including Leeds United's new training ground, existing stadium and surrounding lands, regeneration of White Rose Office Park, the new White Rose rail station as well as the White Rose and Trinity Shopping Centre. Tim also advises Leeds Bradford Airport.



QUOD

JAMES BEYNON

James is an experienced chartered town planner with over 8 years' experience in the private sector. During this time he has gained a strong professional understanding of the key areas of the industry having worked with a variety of clients, and across a wide range of sectors.

James is involved in all aspects of the planning process including the provision of commercially focused advice, the coordination of project teams and the management of applications through the planning system. He has experience of promoting sites through the Local Plan process, including at examinations, alongside dealing with major, complex applications. In addition to his core planning skills, James has developed strong organisational and project management skills which he applies to his role.

Originally from South Wales, James is a proud Swansea City supported and enjoys participating in various sports when he is not injured.

Key Experience

- Tottenham Hotspur Football Club Training Centre – James has provided planning advice on several redevelopments at the Club's Training Centre, including the development of new player accommodation, temporary developments for sports services and a new community sports pitch with associated facilities. The site is of a sensitive nature being within the Green Belt and a Conservation Area. His involvement has included the preparation, submission and negotiation of major planning applications and the project management of the conditions discharge process to ensure that a timely construction programme could lawfully commence.

LONDON COMMUNICATIONS AGENCY (LCA)

About LCA

LCA is an intelligence-led PR company, with four core services:

Consultation & Planning Permission

- Effective community and political engagement to enable development for the public and private sectors.

Placemaking & Media Relations

- Raising profile through integrated campaigns across traditional and social media.

Corporate & Public Affairs

- Protecting and enhancing reputation and strengthening relationships with political, business and stakeholder audiences.

Design for Print & Digital

- Creative, engaging and informative design across multiple platforms.

Established in 1999, today our team brings together over 40 talented professionals with experience of journalism, politics, business and government and includes a dedicated research function which delivers regular, tailored briefings to our clients and the LCA team.

We are trusted to deliver by developers, occupiers, landowners, house builders, local authorities, registered providers, NHS organisations, transport bodies, education providers, cultural institutions, major businesses, architects, contractors, professional service firms, sports clubs and charities.

We have worked on projects in every London Borough, typically active in two thirds of them at any one time, and also handle schemes across the South East of England.

LCA is multi-award winning, securing 'Agency of the Year', 'Consultancy of the Year' or 'Specialist Agency of the Year' from all of PR Week, the Public Relations Consultants Association (PRCA), the Chartered Institute of Public Relations (CIPR) and the International Building Press (IBP).

The project would be run by Executive Chairman, Robert Gordon Clark, who has advised the Club since 2007 and Account Director Jonny Simmonds.

More information about LCA together with case studies and team biographies can be found on our website at www.londoncommunications.co.uk.



LONDON COMMUNICATIONS AGENCY (LCA)

Our experience with THFC:

Tottenham Hotspur Football Club – New Stadium Proposals

The Club's stadium sits in a heavily residential area, part of which is a Conservation Area and includes the presence of listed buildings. The scale of development and impacts required very sensitive handling and a coordinated campaign across multiple audiences.

LCA directly managed the consultation programme, setting the strategy, drafting all materials, overseeing stakeholder activity, supporting media relations and liaising regularly with Haringey Council. We delivered three public exhibitions, very well attended events and coordinated a positive campaign to back the plans through to committee across residents, businesses, schools, community groups and the Club's fan base. Specific issues such as transport and heritage needed dedicated additional support, including preparing the team for presentations to English Heritage, CABE, the GLA and others. It was also important to change perceptions of the proposals so that they were seen as vital investment into a deprived area to be welcomed and encouraged by policy makers, rather than ever greater financial burdens being placed upon the Club.

1,100 letters of support were received and unanimous cross-party consent achieved at planning committee. When the stadium design then changed and a revised scheme came forward, LCA prepared the updated materials and led further consultation activity, resulting in a second planning consent for much greater development quantum.

Tottenham Hotspur Training Centre

As part of the Club's continuing investment programme, Tottenham Hotspur FC developed plans to create a new world-class training centre in North Enfield to replace outdated facilities in Chigwell. The site included a substantial amount of green belt land and, following an organised opposition campaign, was turned down at planning committee. The Club then brought in LCA to run a consultation and public affairs campaign for the revised application.

LCA created a plan to gain local support for the revised designs. This included producing and distributing an eight-page information brochure to around 30,000 homes, which clearly set out ambitions for the area, explained how reasons for refusal had been dealt with, and highlighted the Club's commitment to community engagement. LCA supported the Club's press team, supplying releases, stakeholder letters and Club statements, with a specific focus on moving the media from a negative stance to a neutral one. For planning committee, we prepared both the Club and its professional advisers for their presentations and for the Q&A to ensure the best case was made. 6,400 people signed an online petition in support of the revised plan, of which over 700 were Enfield residents. Over 200 individual letters were received by LBE, all of which came from Enfield residents. The new training centre opened in 2011 and is seen as the very best there is in the UK.

LONDON COMMUNICATIONS AGENCY (LCA)

Other experience in the London Borough of Enfield:

Meridian Water

Meridian Water is a major £6bn, 20-year London regeneration programme led by LBE, bringing 10,000 homes and thousands of jobs to Enfield, north London, next door to the beautiful Lee Valley Regional Park. Since 2016, we have acted as the project's first and only dedicated communications advisors, raising the profile and managing a series of major announcements across this 87-acre site (and counting).

Over the past four years, we have helped bring LBE's biggest ever regeneration scheme to life from its early beginnings, developing the project's key messages, Q&As and branding – work which saw us manage and appoint a graphic design agency to create a dedicated and recognisable brand for the project across a range of print and digital platforms. As the dedicated press office for the project, we have and continue to manage a series of major announcements, including: arranging a visit from the Mayor of London to mark the start of works on the site; major appointments of the project's first delivery partners; the opening of the new Meridian Water station in 2019; commercial deals securing new meanwhile uses on the site (including the annual Field Day music festival); and many more.

Meridian Water is now firmly established as one of London's major regeneration zones, with LBE seen as a pioneering authority. As the site continues to grow, as does our coverage, and we have secured many pieces across national and local press, trade titles and consumer magazines. We continue to provide LBE with communications and political advice on this project.

Edmonton Shopping Centre

LCA is working with Crosstree Real Estate Partners on the Edmonton Green Shopping Centre in Enfield. The 25-acre site sits in the heart of Edmonton directly opposite the train station and comprises over 100 shops, a daily market, office and community uses, 754 homes and over 1,000 car parking spaces. As the new owners of Edmonton Green, Crosstree is committed to investing in improving the centre.

In November 2018, LCA managed the press announcement for Crosstree's purchase of the site from St Modwen. In February 2019, we led on a pop-up consultation held in the centre asking shopping retailers, market traders, residents, shoppers, LBE and the local MP what they feel the key issues are and what improvements they would like to see at the centre. The consultation received 300 responses and we are now working with Crosstree and their architects to make positive short-term changes to the centre, in response to feedback. We continue to manage the consultation process for Crosstree's longer-term investment plans for the site.

LONDON COMMUNICATIONS AGENCY (LCA)

Supporting LBE's Vision 2060 and Corporate Plan 2018-2022

LCA has been appointed to raise awareness of and secure the support of key political stakeholders for LBE's Growth Vision 2060 project – which, if successful, will see the release of Green Belt land and Strategic Industrial Land (SIL) at Crews Hill and the North East Enfield Corridor with the potential to support 90,000 new homes, 30,000 jobs and 150 hectares of employment and industrial space. We are in the process of developing a communications strategy alongside Enfield for the project.

LCA was also appointed by LBE to facilitate the delivery of its Corporate Plan 2018-2022. LBE's previous plan had been in place since 2010, however, the way in which the organisation operates had changed significantly since then. Our role involved facilitating a comprehensive evidence-gathering exercise including an in-depth review of existing strategies and a series of five focus groups and 19 interviews with senior members and officers. We produced a detailed findings report summarising the feedback from the discussions, which then fed into a corporate plan framework providing a snapshot summary of LBE's vision, priorities and principles for delivery. Finally a 16-page, fully-designed plan with infographics, case studies, and quotes was prepared. LCA presented to LBE's Cabinet and Executive Management Team at key milestones of the project, as well as to external stakeholders.

