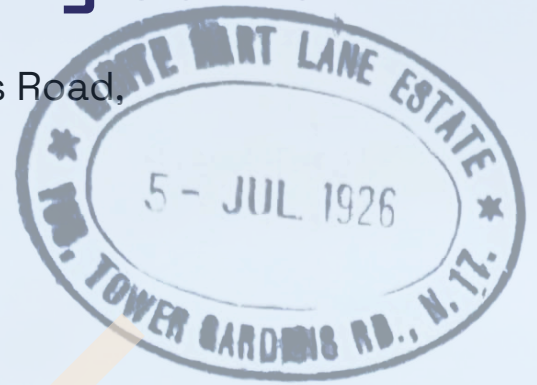


Tower Gardens Community Corner

A resident-led vision for 100 Tower Gardens Road, the estate, and the whole neighbourhood.



The Vision: Three Stages of Transformation

Tower Gardens Community Corner (TGCC) is a resident-led coalition committed to taking immediate, restorative action for our neighbourhood.

The White Hart Lane ward, in which Tower Gardens is located, is one of the most deprived in the London Borough of Haringey and in England. It also has no community space. The prominent building at 100 Tower Gardens Road (100 TG) - historically the estate office and later a SureStart centre - has been left empty, deteriorating and holding the lowest possible energy rating. With the building now on Haringey Council's disposals list, a critical opportunity has emerged to reclaim this vital local asset.

Our Manifesto is simple: *We will purchase this historic asset, transform it through community action, and use operational surplus generated to invest in the health, sustainability, and resilience of Tower Gardens and the wider neighbourhood.*

This aligns perfectly with the strategic priorities of Haringey Council's new Draft Local Plan, positioning TGCC as a key partner in delivering the borough's goals for placemaking, sustainability, and social infrastructure.

Stage 1: Securing and Sustaining Our Historic Asset

The first priority is acquisition and renewal, reversing years of neglect to protect this valuable piece of social architecture heritage.

- **Acquisition:** Raise capital to purchase 100 Tower Gardens Road and put it in a trust, guaranteeing

that it remains permanently dedicated to local community use, fulfilling the long-term needs and desires of residents.

- **Community-Led Retrofit:** Transform the building into a sustainable and cost-saving exemplar. The retrofit will act as a pilot and hub, offering local residents' opportunities to learn about energy efficiency and building skills relevant to their own homes and the conservation area, and then in collaboration with Haringey Council we shall design best practice guidance for all houses on the estate.

Stage 2: Creating A Thriving Neighbourhood Hub

We will provide the flexible, accessible, multi-use space the community has demanded, operating as a genuine resource for all ages and needs.

- **A Public Living Room:** A welcoming space for informal gathering, intergenerational activities, social clubs, local exhibitions and small concerts.
- **A Social Enterprise Space:** The upper floors will be available as hireable office/desk space and meeting rooms, generating revenue to achieve operational independence.
- **A Support & Learning Centre:** Hosting essential services, workshops, adult learning, and more in collaboration with local partners.
- **A Resource for Community Groups:** Dedicated spaces for tool storage

for local groups like Haringey Fixers and Friends of Tower Gardens Park.

- **A Heritage Engagement**

Programme: A permanent exhibition and information boards, detailing the history of the White Hart Lane Estate, its architecture, and the pioneering work of the London County Council (LCC).

Stage 3: Reinvesting In Our Community and Environment

Our commitment to the community means the building's success will fund wider sustainability of the estate. Projected operational surplus will allow reinvestment in the neighbourhood.

A. Social Subsidies and Empowerment

1. **Community Support:** Fund activities and services that directly address local concerns, such as cost-of-living crises, health and wellbeing initiatives; and support local volunteering and training efforts.

2. **Affordable Access:** Utilise surplus funds to further subsidise rental rates for local artists, makers, and smaller community groups, ensuring the space remains accessible.

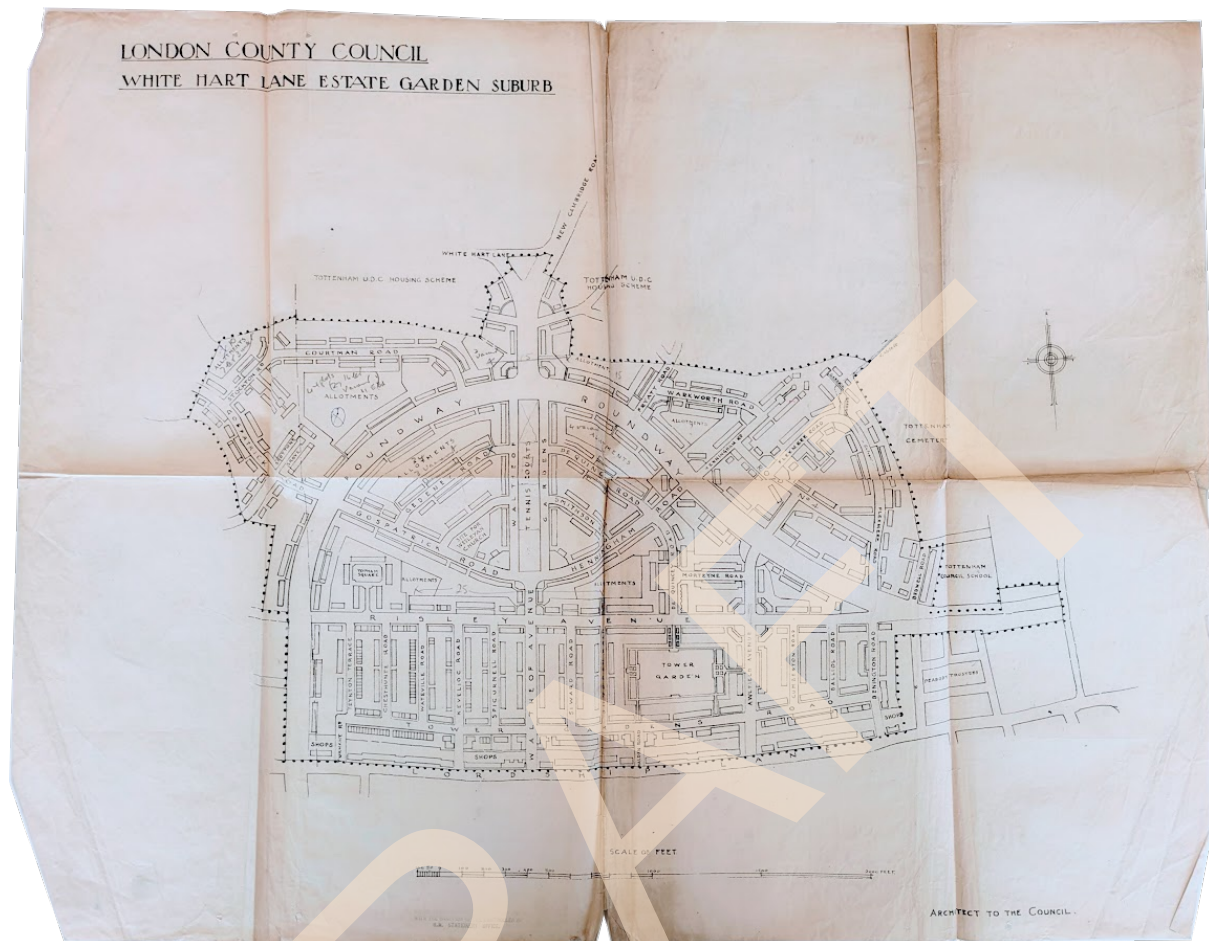
B. Environmental and Resilience Projects

1. **Estate-Wide Energy Efficiency:** Dedicate funds to run environmental and sustainability projects on the estate, leveraging the skills gained through the retrofit pilot to improve energy efficiency in Tower Gardens more generally.
2. **Park and Green Spaces:** Provide financial and practical support, e.g. communal growing spaces to *Friends of the Park*, ensuring investment in the local park, and other green spaces.
3. **Local Adaptation:** Fund projects to address future environmental impact on the neighbourhood, e.g. exploring solutions for increased flood risk, or preparing older homes for extreme heat.

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The Context



Plan of the estate from the early 1920s. (The London Archives GLC/HG/HHM/22/014)

Heritage

Tower Gardens, located in North Tottenham, is a uniquely designed semi-circular housing estate. Built between 1904 and 1928 in the Arts and Crafts style, it was among the earliest municipal “cottage estates” and is considered a pioneering example of this type of housing development worldwide. Of the four original London County Council (LCC) cottage estates, Tower Gardens was the largest and notably the first to be constructed outside the LCC’s administrative boundary. Initially called White Hart Lane Estate, today planning and conservation documents typically

refer to it as “Tower Gardens Estate”. After WWI, when the second phase of building began, the LCC also started referring to it as a garden suburb.

The original design was under the direction of architect W. E. Riley, a member of the Art Workers Guild. The varied groupings of cottages use brick, tile, and pebble dash, with prominent gables and dormers designed to avoid uniformity and create a sense of dignity. Its historic significance is recognised through its designation as a conservation area with an Article 4 direction.

The estate wasn’t just an architectural whim; it was a radical social intervention

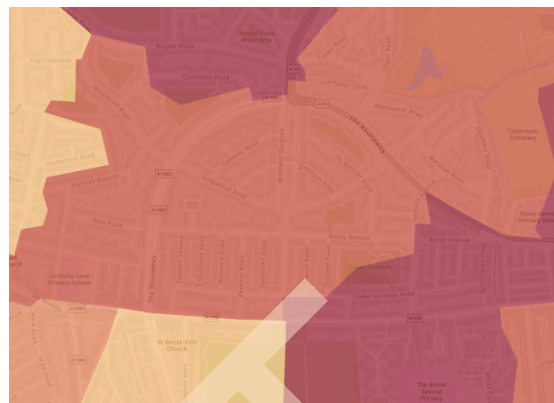
by the LCC's Housing of the Working Classes branch. The LCC purchased the land in 1901 and started building in 1904. Later, Samuel Montagu, 1st Baron Swaythling, offered the Council £10,000 towards the cost of development with the condition that "all houses erected thereunder shall be offered in the first instance, and from time to time as vacancies occur, to residents of three-years' standing and upwards in the Whitechapel division on Tower Hamlets, without distinction of race or creed".

The LCC's meticulous record-keeping means that a wealth of original plans, photographs, and administrative documents related to Tower Gardens are preserved at The London Archive and Bruce Castle Museum and Archives. The London Archive has also digitised most of its extensive photographic collection, making it accessible to the public through The London Picture Archive, offering a rich resource for understanding the estate's development and social history.

Neighbourhood

The White Hart Lane ward is one of the most deprived in Haringey, and England more generally, by the Index of Multiple Deprivation (see map below). Tower Gardens Estate constitutes about a third of White Hart Lane ward by area and closer to a half by number of households. The ward's current boundaries largely overlap with the original London County Council land for the whole estate. The estate consists of a majority of properties that remain council or social housing, many of which suffer from poor energy performance, as visible in the map illustrating the EPC ratings of properties within the estate. A significant characteristic of the neighbourhood is an

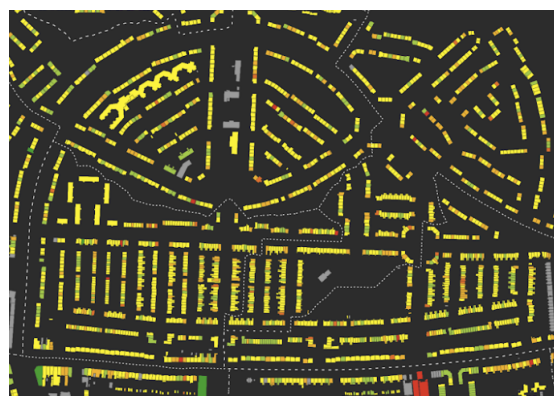
explicit lack of community space, both on the estate and in the wider ward.



Indices of multiple deprivation 2019 (red showing the highest levels of deprivation).

From the latest census, within the White Hart Lane ward:

- 44% of residents are born outside the UK.
- 25.7% Belong to Black, Black British, Black Welsh, Caribbean or African communities; 10.9% from Asian; 8.1% from Mixed of Multiple Ethnic Groups and 13.9% from Other Ethnic Groups.
- 49% Live in Socially Rented Accommodation.
- 34.7% Households are Deprived in One Dimension; 22% are Deprived in Two Dimensions and 9.1% are Deprived in Three Dimensions.



EPC rating of housing in Tower Gardens, with a majority being D (yellow) or below

(orange and red). By 2030 these properties will need to be at least a C.

Community History

Despite a meeting hall being promised next to 100 Tower Gardens Road in the original plans but never materializing, the estate has a rich history of active residents. A residents' group, initially known as the Welfare Association, has existed since 1919 with various subcommittees ranging from sports ones to a horticultural one and a loan club. This group utilized 100 Tower Gardens Road, and later Risley School and the Tottenham Lido hall for meetings, before being given a building in Waltheof Gardens. Today, as well as Tower Gardens Community Corner, the estate has a vibrant Residents Group, an active Friends of Tower Gardens Park group (linked with the Haringey Friends of Parks Forum), and residents who are consistently involved in volunteering in the area. Notably, the residents group spearheaded the campaign to save Lordship Rec when it faced development, and residents continue to be actively involved in Lordship Rec and the Lordship Hub.

Brief timeline of community spaces, and the lack thereof, in the area:

- **1912:** LCC plans for a meeting hall next to 100 Tower Gardens Road. Other, later estates such as Downham, St. Hellier and Watling get a community centre.
- **1919:** White Hart Lane Estate Welfare Association is established. It had numerous subcommittees and was very active in the area. It uses 100 Tower Gardens Road, Risley School, and Tottenham Lido Hall for meetings.

- **1948:** Residents group takes over previously private pavilion in Waltheof Gardens - the "Waltheof Club" is born.
- **1970s:** Waltheof Club burns down in 1975, and the residents group temporarily uses rooms in 100 Tower Gardens Road for meetings, until the new club is built.
- **1980s:** Waltheof club taken back by the council, and then demolished. Later a new space for the community is built in Tower Gardens Park. This is primarily used for after school activities and child care, but also by the residents group.
- **2010s:** Residents group is no longer allowed to use the building in the park, which is now used by IntoUniversity. This restricts activities and meetings.
- **2024:** TGCC starts asking that 100 Tower Gardens Road be turned into a community hub.

Local policy

Haringey's Draft Local Plan

The TGCC project is not an isolated request but a direct, resident-led initiative that delivers on the core ambitions of Haringey Council's own strategic vision. The publication of the new Draft Local Plan (for consultation until December 2025) provides a clear policy framework that this project aligns with and actively supports.

The Local Plan's vision for Haringey in 2042 is of "places where everyone can belong and thrive," achieved through delivering "new social infrastructure," enhancing the "historic environment," and becoming a "net zero-carbon borough".

The TGCC project is a tangible vehicle for achieving these exact goals in a part of the borough that needs them most. The plan introduces a “Haringey Placemaking Framework” with key priorities that our project directly addresses. This alignment

transforms our proposal from the purchase of a council building into a partnership opportunity, offering the council a cost-effective and community-rooted means of implementing its own long-term strategy. The following table illustrates the powerful synergy.

Haringey Local Plan Priority	Relevant Vision Statement	How TGCC Delivers this Priority
A Greener, Cleaner, Safer Borough	“We have met the target in our Climate Change Action Plan of becoming a net zero-carbon borough... A focus on retrofit first and driving up energy efficiency of new buildings has been crucial to achieving this.”	The community-led retrofit of the DEC G and EPC D-rated building will serve as a high-profile exemplar project. The hub will promote sustainability skills and support wider estate retrofitting, directly contributing to carbon reduction goals.
A Culturally Rich Borough	“Development has enhanced our historic environment, enhanced cultural ... Our borough fizzles with arts, culture and creativity.”	The project will rescue, restore, and celebrate a significant, non-listed heritage asset. It will provide a new cultural venue for local exhibitions, recitals, and a permanent display on the unique heritage of the LCC estate.
A Borough that supports us to Live Well	“Development has helped strengthen our communities by delivering new social infrastructure... ensuring everyone is able to access a wide range of services within a short journey of their home.”	TGCC will create the only piece of dedicated social infrastructure in the entire ward, providing a ‘Public Living Room’ and a hub for community support, directly addressing the identified infrastructure gap.
An Inclusive Economy	“Our policies have helped ensure Haringey is a borough of opportunity, supporting our independent local businesses,	The upper floors will provide affordable, hireable office and desk space for local freelancers, start-ups, and

attracting investment and delivering new Good Work opportunities, particularly green jobs.”

social enterprises. The retrofit project will provide training in green construction skills.

Tower Gardens Conservation Area and Article 4 Direction

Tower Gardens was designated a Conservation Area in **1978**, formally recognising its “special architectural or historic interest, the character and... appearance of which it is desirable to preserve or enhance”. This status acknowledges the estate as a “pioneering housing estate” and a prime “exemplar of the pioneering social policies of the LCC”. Its significance lies in the high-quality “Arts-and-Crafts and vernacular” design, superior materials, and the use of “garden suburb planning principles”.

To protect this unique character, an Article 4 Direction was introduced in **1981**. This direction removes standard “permitted development” rights, meaning that express planning permission is required for

seemingly minor works that could otherwise be carried out without it. This control applies specifically to alterations that would erode the estate’s uniform appearance, such as changing windows and doors, painting unpainted brickwork, and altering front boundaries, including hedges and walls.

100 Tower Gardens Road is explicitly listed as a “Positive Contributor” to the conservation area, making the council’s statutory duty to “preserve or enhance” its character a material planning consideration. We believe that community ownership is the best way to guarantee the sensitive retrofit and long-term stewardship this designated heritage asset requires, aligning perfectly with the council’s own stated commitment to this “valuable asset”.

The building



100 Tower Gardens Road in 1925 (The London Archives SC/PHL/02/0894/A2577).

A Long Legacy

The building at 100 Tower Gardens Road has been a cornerstone of the estate for over a century. Built shortly before 1920, it was established as the official estate office, from which the LCC managed the tenancies and maintenance of this pioneering housing development. In its earliest days, it was used for tenants' association meetings, a role it reprised in the 1970s after the tenants' club building burnt down, and was also used for other occasional community events. This historical precedent of public and social use is a vital part of its identity.

The building ceased to be the estate office in the 1990s and was repurposed to house HomeStart - a charity helping families with young children - and then also a SureStart nursery in the late 2000s.

Its life across the last century demonstrates a strong legacy of social and community use for the benefit of local residents.

A Huge Opportunity

The building itself presents a significant opportunity due to its size, location, and flexible layout. It comprises almost 400 m² of internal space, supplemented by two separate yards and a garage, making it the only asset of its scale in the ward suitable for a community hub. The internal arrangement is highly conducive to a multi-use model. The old nursery area on the ground floor can be easily isolated from the rest of the building and has its own access from the back yard, making it ideal for self-contained activities. The remainder of the ground floor is also separate from the upper levels and

contains two adult toilets (one accessible) and a kitchen. The first and second floors are configured as office and meeting spaces, accessible via a separate entrance. Crucially, the first floor is also served by a lift from the ground floor, ensuring a good degree of accessibility. This inherent divisibility allows for a phased activation of the building and supports a mixed operational model where different activities can run concurrently without interference.



Entrance to 100 Tower Gardens.

A State of Disrepair

While the building is structurally sound, years of vacancy and neglect have led to a significant state of disrepair, as documented in the council's own condition survey conducted in 2022. Its current derelict state contributes to a wider perception of neglect on the estate, compounding issues of fly-tipping and poor maintenance.



The old nursery room.

The key known issues are:

- **Roof:** It has never been properly insulated, and there is no membrane beneath the tile covering. Leadwork around dormer windows is also in need of attention.
- **Windows:** The building retains its original single-glazed timber windows. These are in poor condition, with varying levels of timber decay and some missing panes of glass. They are thermally inefficient.
- **Heating System:** The two gas-fired boilers, located in the second-floor plant room, were installed around 2005 and are considered to be at the end of their useful life.



First floor office space.

The building currently holds an EPC rating of D, but the DEC rating based on actual annual energy use is G, demonstrating a need for refurbishment and retrofit to improve its energy performance. Through community involvement, funding and a

pioneering training programme, we believe we can collectively undertake the retrofit of the building and in doing so set up the opportunity for residents of the estate to learn and develop the skills required to retrofit their own homes.

DRAFT

The Plan



Sketch of 100 Tower Gardens Road by local artist Emmie Joanna

Spatial Brief: A Community Vision

Engagement

The vision for 100 Tower Gardens Road is not a top-down proposal; it is the direct result of an inclusive community engagement process designed to ensure the project is rooted in the expressed needs and desires of local residents.

TGCC has employed a multi-channel engagement strategy to reach a representative cross-section of the diverse local community. This has included:

- **An online survey**, which has gathered detailed feedback from 79 residents.
- **An early in-person engagement event** held on the corner outside the building in May 2025, where team members spoke directly with 116 people.
- **A community event in the old nursery**, held on the Mayor's Community Weekend in September 2025 and sponsored by the National Lottery, at which we had over 260 people come, socialise and discuss their ideas for the building, as well as a history exhibition with material from Bruce Castle Museum and Archives, The London Archives and others.

neighbourhood while generating a sustainable income to ensure its long-term viability. The building's layout will be strategically utilised to support both community activities and revenue generation, with a clear separation between the two to ensure a high-quality experience for all users.



Imagined Community Living Room.

The operational model is built on a clear distinction between community-focused activities, primarily located on the ground floor, and income-generating uses on the upper floors. This hybrid model, inspired by successful community hubs elsewhere, ensures the project can achieve its social mission while securing financial independence.

Community Use & Activities (Ground Floor):

The ground floor will serve as the heart of the community hub, a welcoming and flexible "Public Living Room". This space will be designed for informal gatherings, intergenerational activities, social clubs, local art exhibitions, and small concerts. Smaller rooms will host workshops and support services in collaboration with local partners. A key feature will be the provision of dedicated, secure storage space for community groups like Haringey Fixers and the Friends of Tower Gardens Park, enabling them to operate more effectively and freeing up the main spaces

for a variety of activities throughout the day and week. The size and layout of the ground floor means that the old nursery can be used for activities, including paid-for classes, while the "Public Living Room" is still available for other members of the community. The yard and garage will also be improved, offering further opportunities for both community and income-generating activities, such as events or specialist workshops.



Imagined flexible event space in the old nursery.

Income Generation (First & Second Floors):

The upper floors will be designated primarily as a "Social Enterprise Space," offering high-quality, hireable office/desk space and meeting rooms. This will cater to local freelancers, small businesses, start-ups, and social enterprises in need of affordable and professional workspace. This commercial rental stream is a crucial engine for the project's financial model.

Flexibility and efficient storage solutions would allow, for example, for the first floor workshop rooms to be utilized for community activities on weekends when not booked for income-generating purposes, ensuring maximal benefit to the community.



Imagining the first floor workshop space being used for a children's activity

A Week in the Life: Mock Schedule

To make the vision of a flexible, multi-use space tangible, the following mock schedule illustrates how 100 Tower Gardens Road could operate over a typical week. This demonstrates the building's capacity to serve a wide variety of user groups and needs, maximising its social impact and utilisation rate. Efficient storage solutions and adaptable furniture will be key to enabling these smooth transitions between activities

Weekdays

Mornings

- Public living room:*
- Coffee mornings for over 60s
 - Specialised interest groups
- Main hall:*
- Toddler playgroup
- Music room:*
- Community support services

Afternoons

- Main hall:*
- Woodcraft folk workshop

Evenings

- Public living room:*
- Book clubs
- Main hall:*
- Tower Gardens Residents Group meeting
 - Fitness classes

Weekends

Public living room:

- Local exhibition

Main hall:

- Fitness classes
- Art workshops

Music room:

- Repair cafe
- Kids music lessons

Yard:

- Community gardening sessions

Partnerships

WORK IN PROGRESS

Schedule: Proposed Layout

Ground Floor and Yards



Ground floor plan with minor alterations, and proposed usage. Green - facilities, red - power plant, yellow - storage.

The ground floor of 100 Tower Gardens Road offers immediate potential for community use, even before the full retrofit is complete. The main hall and music room can be used immediately by the community. Simple interventions can rapidly transform the whole space. The separation of the main hall and music room from the other spaces means that they can continue to be used throughout.

Proposed interventions include:

- **Enhanced Accessibility:** Addressing the single step at the current entrance with a ramp will instantly improve accessibility for all, making the ground floor readily

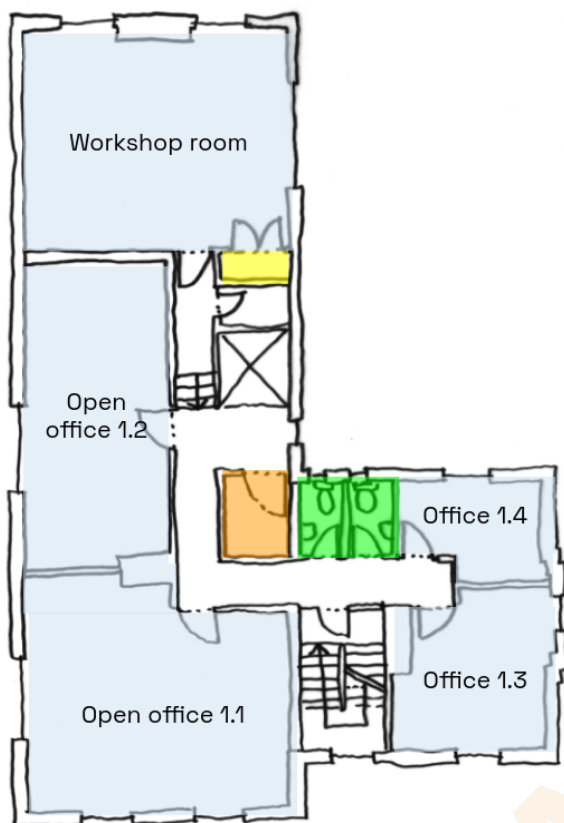
usable as a large community space.

- **Optimised Flow & Functionality:** Refitting the existing kitchen and opening it up into the former nursery room will create a larger, more versatile kitchen ideal for events, workshops, and community meals.
- **Sound insulation:** The music room would benefit from sound insulation for simultaneous use with other activities, but can still function for practice or quieter events.
- **Abundant Facilities:** The ground floor is well-equipped with ample storage and three toilets, including one accessible facility.
- **Outdoor Potential:** The two separate yards offer a substantial outdoor space that can be easily activated for community gardening, outdoor events, or social gatherings, extending the hub's functional area.

First and Second Floor

The first floor of the building offers significant potential for immediate activation, featuring two toilets, a kitchenette, three large rooms suitable for open office space, desk rental, or workshop space, and two additional smaller rooms. Crucially, this floor is accessible via a lift, ensuring accessibility. While the windows require attention, the space could otherwise be brought into use very quickly, and has been used by HomeStart until recently.

The second floor, uniquely positioned as the only second story on the estate, boasts two charming, small rooms that provide views over the neighbourhood. These top-floor rooms, being directly



under the roof, would benefit most significantly from the proposed retrofit and roof works. Both the first and second floors also include dedicated storage areas.

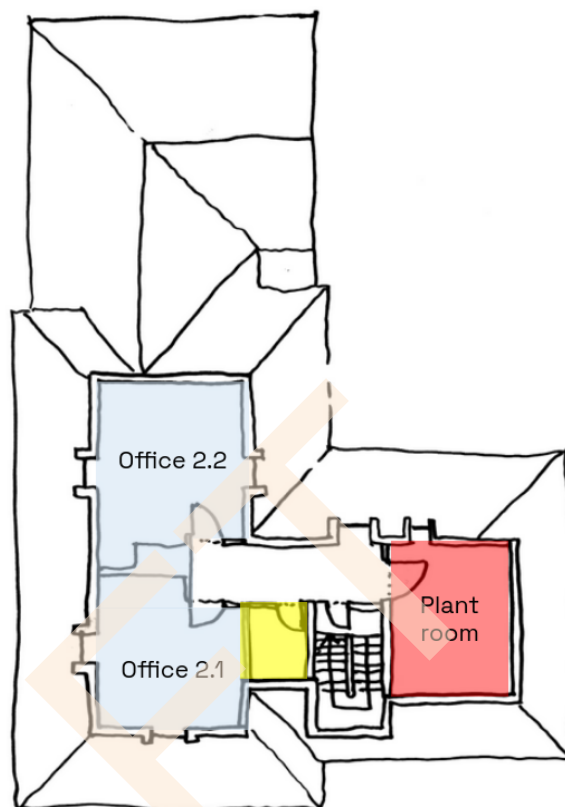
Programme

A Phased Approach

Our transform of 100 Tower Gardens Road will unfold in strategic phases, ensuring immediate impact while building towards long-term sustainability. This approach prioritizes community engagement, adaptive use, and financial independence.

Phase 1: Immediate Activation & Ground Floor Focus

- **Acquisition & Essential Works:** Secure ownership of 100 Tower Gardens Road. Undertake urgent repairs and essential fit-out to



make parts of the ground floor immediately usable.

- **Community Pilot Programs:** Launch initial community activities and services on the ground floor, such as a “Public Living Room,” small workshops, and informal gatherings, to understand where there is more demand and gather direct feedback.
- **Back Yard Work:** Initiate improvements to the back yard and garage through volunteer efforts, creating communal growing spaces and tool storage for Friends of Tower Gardens Park.

Phase 2: Capital Investment & Upper Floor Development

- **Fundraising for Retrofit:** Actively seek capital funding for the comprehensive retrofit of the first and second floors, focusing on energy efficiency improvements

and creating modern, flexible office/desk spaces for rental.

- **Social Enterprise Activation:** Begin marketing and letting the newly retrofitted upper floors to local freelancers, start-ups, and social enterprises to generate sustainable revenue.
- **Learning & Growth:** Continuously evaluate the effectiveness of programs and rental strategies, adapting the business model and offerings based on community needs and financial performance.

Phase 3: Long-Term Sustainability & Community Reinvestment

- **Operational Independence:** Achieve full operational self-sustainability through diverse income streams.
- **Estate-Wide Impact:** Reinvest operational surpluses into wider community and environmental projects across the Tower Gardens Estate, such as energy efficiency improvements for homes and support for green spaces.

A Community Retrofit

The physical transformation of 100 Tower Gardens Road will be undertaken through a flagship “Community Retrofit” project. This initiative is designed to be more than a simple refurbishment; it is an integrated programme that combines heritage preservation, climate action, and community empowerment. The goal is to transform the building into a high-profile exemplar of sustainable, conservation-sensitive retrofit. This community involvement will also serve as a crucial opportunity to galvanise local residents from the moment the building has been acquired.

The technical scope of the retrofit will directly address the key defects identified in the 2022 condition survey. This includes comprehensive insulation of the roof, the specialist repair or replacement of the historic timber windows with thermally efficient glazing, and the replacement of the end-of-life gas boilers with a modern, low-carbon heating system. Central to this process, the “community-led” aspect means the retrofit will function as a live training site. Local residents will have structured opportunities to learn practical skills directly related to these interventions, including energy efficiency, sustainable construction, and heritage building techniques, such as the specialist repair of timber windows. This hands-on training will equip residents with the knowledge to improve the energy performance of their own homes across the estate, creating a ripple effect of carbon reduction and cost savings.

The project will adhere to best practices for retrofitting historic buildings, employing a “whole building approach” that considers the entire structure as an interconnected system. This ensures that interventions such as improving air tightness are balanced with the need for adequate ventilation to prevent moisture issues, and that all new materials are compatible with the original building fabric.

In collaboration with Haringey Council, the lessons learned from this pilot will be used to develop and disseminate best-practice guidance for retrofitting properties within the Tower Gardens conservation area, establishing the hub as a centre of excellence and a catalyst for estate-wide regeneration.

Heritage and Building Fabric

WORK IN PROGRESS

Timeline

WORK IN PROGRESS

Sustainability and Impacts

The TGCC project is designed to deliver profound and lasting positive impacts across social, environmental, and cultural domains. It represents a holistic model of community-led regeneration where the revitalisation of a single building acts as a catalyst for wider neighbourhood renewal.

Social Impacts

The project's primary social impact will be the creation of a vibrant, inclusive, and supportive community hub in a ward that currently has no such facility. This will directly address the social infrastructure deficit and contribute to community wellbeing in multiple ways:

- **Building Community Cohesion:** The "Public Living Room" will provide a neutral, welcoming space for residents of all ages and backgrounds to meet, socialise, and build relationships, reducing social isolation and strengthening neighbourhood ties.
- **Access to Services and Support:** By hosting essential services, workshops, and adult learning classes, the hub will provide residents with convenient access to support that can improve health outcomes, enhance skills, and provide pathways to employment.
- **Community Empowerment:** The project is community-led at every

level. This process of collective action builds residents' skills, confidence, and capacity to effect positive change. The operational model, which reinvests surplus into community-prioritised activities, gives residents direct control over local resources, fostering a powerful sense of ownership and pride in place.

- **Volunteering and Training:** The hub will create numerous structured volunteering opportunities, providing valuable experience and social connection. The community retrofit programme will offer tangible training in green construction skills.
- **Jobs Created:** The establishment and ongoing operation of TGCC will create both direct and indirect employment opportunities within the local community, including roles in management, administration, maintenance, and program delivery.

Environmental Impacts

The project is a direct and practical response to the climate emergency, demonstrating a model of sustainable development that is both ambitious and replicable.

- **Embodied Carbon Savings:** By retrofitting an existing building, the project saves a significant amount of embodied carbon. This embodies the principle that "the greenest building is the one that is already built".
- **Operational Carbon Reduction:** The deep retrofit will dramatically improve the building's energy performance, transforming it to a high standard of efficiency. This

will drastically reduce its operational carbon emissions and lower running costs, ensuring its long-term financial and environmental sustainability.

- **A Catalyst for Wider Change:** The hub will not be an isolated island of sustainability. Through its training programmes and the development of best-practice guidance, it will act as a catalyst and resource hub for improving the energy efficiency of homes across the entire Tower Gardens estate, and neighbouring Noel Park. The reinvestment of surplus funds into estate-wide environmental projects will further amplify this impact, supporting local adaptation to climate change risks such as extreme heat and flooding.

Culture and Heritage Impacts

WORK IN PROGRESS

Cost of Doing Nothing

The building at 100 Tower Gardens Road, in its current empty and deteriorating state, is more than a missed opportunity; it is an active detriment to the neighbourhood. As

a large and prominent building at the heart of the estate, its dereliction contributes significantly to a wider perception of neglect and decline, compounding issues of fly-tipping and poor maintenance elsewhere on the estate.

The vacant property has become a magnet for anti-social behaviour, including street drinking and drug use, creating an environment of insecurity for residents. The adjacent alleyway has become a hotspot for illegal dumping. Furthermore, leaving the building unheated and unmaintained creates physical risks, accelerating its decay and potentially leading to more costly structural problems in the future. The council's decision to place the building on its disposals list presents a critical juncture. A sale on the open market would likely see it converted to a use that does not serve the community, permanently removing the only viable asset for a local hub and locking in the social infrastructure deficit for the foreseeable future. In contrast, transferring the asset to the community represents a strategic investment in reversing these negative trends and turning a liability into a source of community pride and regeneration.

Delivery and Operations

TGCC is a hyper-local coalition with the community mandate, governance structure, and strategic partnerships necessary to successfully manage the acquisition, refurbishment, and long-term operation of 100 Tower Gardens Road. Our operational plan is designed for resilience, sustainability, and deep community accountability.

The Organisation: Tower Gardens Community Corner

TGCC is a constituted community group, formed specifically to bring 100 Tower Gardens Road back into community use. The group is currently reviewing what structure will provide the necessary legal and financial framework to own property, enter into contracts, and ensure the building is permanently protected for community benefit.

The individuals leading TGCC bring a wealth of collective experience in community-led development, project management, operations and fundraising.

Our governance will be structured according to the principles of the Charity Governance Code, with a formal Board of Trustees elected by and accountable to our membership, ensuring transparency and robust decision-making. This hyper-local nature provides community connection and trust that an external organisation could not replicate, thus de-risking the project.

Management and Staffing

The day-to-day operation of the centre will be managed by a small, professional staff team, supported by a significant and structured volunteer programme. This blended model ensures efficient management while keeping overheads low and maximising community involvement. Based on our financial projections and analysis of similar successful community hubs, we propose the following core staff structure:

- **Centre Manager (Full-Time Equivalent):** Responsible for the overall strategic and operational management of the centre, including financial oversight, partnership development, staff management, and reporting to the Board.
- **Administrator / Bookings Coordinator (Part-Time):** The first point of contact for the public, responsible for managing enquiries, room bookings, invoicing, and providing administrative support to the team.
- **Caretaker / Cleaner (Part-Time):** Responsible for the daily upkeep, minor maintenance, security, and health and safety of the building.

Staff will be employed on fair terms, at or above the London Living Wage.

This core team will be supplemented by a large and vibrant cohort of volunteers. Drawing on the successful model of similar community hubs, we will develop clearly defined volunteer roles with appropriate training, supervision, and support. Volunteers will be integral to every aspect

of the centre, from serving on the Board of Trustees to supporting events, and maintaining the garden spaces.

Partnerships

TGCC will not operate in isolation. Our strategy is built on fostering a strong network of partnerships to maximise the centre's impact and ensure its services are relevant and deeply integrated into the local ecosystem. Given its proximity, and that multiple members live in Tower Gardens or nearby, we have discussed our plans and have the support of the Lordship Hub Co-op. We are actively engaging with a wide range of potential partners. These can be categorised as:

- **Community Groups:** Local clubs, societies, and informal groups (e.g., craft circles, book clubs, parent-and-toddler groups) who will form the core of the centre's weekly activity schedule.
- **Service Delivery Partners:** Statutory and voluntary sector organisations who will hire space to deliver their services directly to the community.

Marketing and Engagement Strategy

Our marketing strategy is designed to ensure the centre achieves high utilisation rates from its opening, securing the income streams necessary for sustainability. We will employ a multi-channel approach to reach all segments of the community and potential commercial hirers.

- **Local & Physical Promotion:** Utilising community noticeboards, posters and leaflets around the estate, in local shops, and libraries, and holding a high-profile launch event to generate local press coverage and excitement.
- **Digital Outreach:** Building on our existing social media presence and community WhatsApp groups, developing a professional website with an online booking system, and creating a regular e-newsletter for supporters and users.
- **Ongoing Engagement:** The initial community surveys and engagement events are not the end of the conversation, but the beginning. We are committed to establishing permanent feedback mechanisms—such as a users' forum and regular surveys—to ensure the centre's programming continues to evolve and respond directly to the expressed needs of the community it serves.