

APPENDIX 2 – PROPERTY PORTFOLIO

The London Borough of Haringey covers an area of more than 11 square miles. Within this the Council owns a diverse portfolio of assets. Further details of those assets being considered for inclusion in a new delivery approach are set out below.

1.1 Wood Green

Wood Green is identified in the Corporate Plan: Priority 4's objective as a key focus for promoting growth in both homes and jobs, it is one of two areas which have been identified as those where "need and opportunity are greatest" (the other being Tottenham) and has a number of key strengths as a Metropolitan Centre that can be built upon to support long-term sustainability of the area and consequently realise its regeneration potential. It is an excellent transport hub (rated PTAL 6); two Piccadilly Line tube stations either end of the High Road and Alexandra Palace and Hornsey Main Line stations. This is a major advantage over other areas, which will only escalate if Crossrail 2 is delivered.

However, within the area it has connectivity issues due to the East Coast Main line, which divides the region and therefore limits access to green spaces, despite being in close proximity to large parks such as Alexandra Park and Palace. The shopping mall also constrains the streetscape scene along the High Road, creating a tunnel like effect with an overarching walkway joining the two sides.

In order to overcome these issues, a number of physical barriers due to the current infrastructure must therefore be overcome.

Many of the Council's Wood Green assets are out-dated and it is recognised that by consolidating the Council's accommodation requirements for delivering public services and civic uses over the short, medium and long term, there is the opportunity for the Council to gain significantly improved working, economic and financial efficiencies.

However, it needs to be recognised that development of a new facility for the Council could be appropriate for the Council's requirements, bringing efficiencies and unlocking a significant redevelopment opportunity for the town centre.

It is recognised that the town centre has been underperforming over several years. This has led to falling restaurant numbers compared to other metropolitan centres, decline in office use and a weak night-time economy. These factors make the area very vulnerable and its potential to attract outside investment is weakened. The urban environment is out-dated and unattractive, with little dwell-time space. Wood Green despite maintaining a high footfall has a low average spend and anchor stores such as Marks and Spencer have recently reduced their floorspace on the High Street. If the current decline continues, Wood Green is at risk of losing these anchor stores and consequently its Metropolitan Centre status.

The quantum of Council ownerships, together with the strategic locality of these ownerships and adjacencies to land outside of the Council's control, presents a unique opportunity to unlock a significant regeneration opportunity in Wood Green.

The key aspects of the portfolio are:

- Wood Green footfall is circa 221,000 visitors per week. However, the area suffers from low per capita expenditure, unsuitable footplates, low quality public realm and a negative image;
- Assets bound several sites which, if amalgamated with the Council assets, could provide comprehensive development opportunities i.e. the Arriva Bus Depot on the High Road, the (Traveller's Site adjacent to Wood Green Civic Centre);
- Wood Green is already well served by the Piccadilly Line with fast access to central London (via the Victoria Line);
- Wood Green will benefit by association from two Crossrail stations should CR2 gain Treasury (support in 2015);
- The Council currently incurs £900,000 per annum service costs maintaining River Park House (– this is expected to increase as the asset continues to age).

Site Specific Objectives

The Council's specific objectives in respect of Wood Green are:

- To increase capacity and variety of uses in the town centre;
- To bring back into use underused brownfield land and maximise capacity housing and employment growth;
- The provision of additional open space, play areas and community facilities to meet the needs of the resident population;
- Physical and visual integration of the Heartlands with the wider area to benefit local communities and ensure sustainable development;
- Decommissioning the gas holders and decontamination of the land to bring forward development;
- Preparation of a business relocation strategy to provide impetus for land assembly;
- Improvements of pedestrian linkages to Wood Green and Haringey Heartlands;
- Provision of green infrastructure projects to address environmental issues.

Work to Date

The latest report confirmed the Council's position that the general perception of Wood Green is not positive, with beliefs that the area is one of low income, high crime and poor retailing. This is exacerbated with a poor pedestrian environment and public realm.

The Council have already begun to address this issue, with a public realm improvement scheme in 2014 costing £2.4million. These monies addressed paving, lighting, street furniture and helped to address issues of the retail frontage from Wood Green to Turnpike Lane.

The Council is also reviewing its future accommodation requirements for delivering public services and civic uses over the short, medium and long term, to assess how it could use asset development and its accommodation requirements to stimulate regeneration and investment in Wood Green.

The Investment Framework for Wood Green

The Council is leading a proposal to create an Investment Framework for Wood Green. It is hoped by using such a framework that the following will be achieved:

- 'Drive and shape' major regeneration change in the town centre;
- New residential development, with the appropriate support infrastructure;
- Strategy for public realm improvements;
- Higher quality retail and leisure environment;
- New links to Haringey Heartlands and Alexandra Palace; and
- Maximising potential of proposed new transport links – Crossrail 2.

The Framework is key in delivering several priorities in the Corporate Plan for this area, meeting directly two of the five priorities: Priority 4 Growth and Priority 5 Housing. Under the Objectives "Opportunities for all: A successful place for everyone:

1. **Drive economic growth** - the regeneration of the town centre will increase the local economy attract new investment and business and create new employment opportunities for the residents;
2. **Deliver regeneration at priority locations:** Wood Green is underperforming as a Metropolitan town centre, the framework will allow a focused regeneration strategy including the use of the Council's assets to deliver a high performing town centre;
3. **Ensure that everyone has a decent place to live.**

By using a collaborative approach, which will ensure maximum stakeholder engagement, but whilst maintaining a clear leadership role for the Council, the Council will be best able to make use of its existing assets and co-ordinate with stakeholders.

It is believed that whilst there are on-going individual projects to try and prevent the continuing decline of the areas, the regeneration of the area would be more successful by using a comprehensive and consistent approach, and in doing so it would fulfil the areas potential and be more conducive to attracting investment into the area.

It is hoped that the result of the framework will be drawn together into a delivery and Investment plan, which will enable a clear pathway to achieving the ambitions for Wood Green. It will clearly identify the phasing of development and the levels of investment required, and will form the evidence base for an Area Action Plan to be adopted by the council as formal planning policy.

The Investment Framework proposal has now been ratified by the Council and a team, led by Fluid and also including AECOM and DTZ, has been appointed.

1.2 Northumberland Park regeneration area

Northumberland Park was originally a Northern & Eastern Railway station that was opened in 1840. A curving avenue was laid out in the late 1850's between the High Road and the station, on land that had been owned by the Dukes of Northumberland (and thus named Northumberland Park) and was established with houses for the upper middle classes, some of which still remain. The area continues to be defined by the historic east-west roads of Northumberland Park, Park Lane and Lansdowne Road around which further development continued to establish. Originally, most of the site was laid out with traditional terraced housing stock although much was demolished in the late 1950's for the creation of the Northumberland Park Estate, however, some Victorian and Edwardian terraces still remain within the regeneration area.

The nature of the development of the Northumberland Park Estate and surrounding area was by small, ad hoc and isolated development schemes, subsequently a lack of coherent development has left the area with large numbers of privately owned terraced houses in the centre of the site with the large council owned estate surrounding them.

The Council owned housing estate includes 1,337 Council properties (1,049 tenanted units; 288 leasehold units) and covers 23 hectares, providing a mix of flats and houses, and community facilities, and is currently managed by the Council's Arms Length Management Organisation (ALMO) Homes for Haringey (HfH). The estate currently provides reasonably low density housing (approximately 254 habitable rooms per hectare). The portfolio sits between the High Road and the Lee Valley National Park – London's largest open space.

Site Details

The Northumberland Park Estate and surrounding areas are situated within the Northumberland Park ward of Haringey, which is situated in the north east of Haringey. It has borders with White Hart Lane, Bruce Grove and Tottenham Hale wards within

Haringey, along with a northern border with Edmonton in Enfield and an eastern border with Waltham Forest. The Northumberland Park regeneration area is directly adjacent to the Lea Valley Regional Park, one of London's largest Metropolitan Open Spaces. However, the West Anglia Main Line (WAML) provides a physical barrier between the estate and the Park and therefore any potential development must include greater access to the Lee Valley as well as to other surrounding open spaces, such as the Frederick Knight Sports Ground and Bruce Castle Park.

Overview

Northumberland Park Ward has a population of approximately 15,000 and it is made up of eight Lower Super Output Areas, which are within the 5% most deprived within the country making this the most deprived ward in Haringey. As part of Tottenham, this area, like Wood Green, is specifically mentioned in the Corporate Plan as a key area for focused growth. It has the potential to deliver the largest amount of housing growth within the Tottenham regeneration area, with almost 6,000 new homes potentially being delivered across the Northumberland Park, High Road West and Tottenham Hotspur FC's regeneration schemes.

There is a high proportion of under 20's compared to the rest of the Borough and a higher than average proportion of residents are from ethnic backgrounds and are employed in low level jobs or are receiving benefits. Crime is high in the Northumberland Park regeneration area compared to the rest of the Borough. There are a limited number of GP practices actually in the ward and many patients access primary care out of the ward. Other problems within the area include low income levels, £10,000 lower per annum than the London average, 29% of occupants have no qualifications and with 15% of local people have never been in work. 37% of the housing stock is over occupied.

In common with other housing estates built at that time, the Northumberland Park estate experiences a number of challenges that the regeneration programme, and any forthcoming development programme, will need to address. These include:

- Increasing the housing stock so that the overcrowding and over occupancy rates are reduced and amending the stock profile so that a mix of housing options suitable for a range of incomes is created;
- Problems of poor estate design (and resultant issues of community safety) and poor east / west connectivity;
- The 'island' nature of the estate and the lack of relationship between the estate and the surrounding terraced street network. There is limited permeability from the surrounding area into the estate;
- An unbalanced tenure mix (single tenure) and lack of diversity in housing typologies;
- Poor access to open space;

- Poor public realm and lack of focal points within the estate to encourage community participation, wellbeing and interaction;
- Low levels of economic activity and poor health outcomes; and
- The need for a world class education offer, including the need for new education facilities in the area.

Site Specific Objectives

The Northumberland Park regeneration area is clearly a priority site for the Council and is identified as an area of significant change in the Local Development Framework. The site also sits within the Tottenham Area Action Plan boundary. The specific objectives in respect of the site are to:

- Change the area from one of the most deprived wards in the country to an area of economic growth;
- To create a high quality, sustainable mixed use residential led development. A new, vibrant mixed use tenure neighbourhood;
- Achieve the objectives of the Council's Housing Investment & Estates Renewal Strategy:
 - improve existing housing stock;
 - increase the supply of high quality homes;
 - create mixed and balanced communities;
 - job creation through supply chain and construction work.

Future Potential Development

The Tottenham Strategic Regeneration Framework (SRF) identifies the area as a place that has huge potential for new homes and jobs and identifies it as a site where estate renewal is most needed. Delivering growth, regeneration and improvement to Northumberland Park is a key priority for the Council, SRF also identifies that additional funding must be leveraged to generate this housing renewal by use of the Council's public assets and Tottenham existing housing stock. These objectives are also relevant to the Corporate Plans Priority 5.

A large percentage of the land in Northumberland Park is in the Council's ownership and therefore within the Council's control. This will allow the Council to have greater influence in the future direction of change in the area (beyond its normal planning responsibilities) and can ensure that any future development will lead to socio economic benefits to the existing communities.

Currently most of the housing estates in the area were designed in the 1950's and 1960's, which are ineffective in their use of the urban space and have not encouraged thriving or sustainable neighbourhoods. Through redesigning and comprehensive redevelopment of the area, the current low density of housing could be replaced with

not only an increase in homes but also the potential to create a higher standard of quality homes for a range of communities.

The Northumberland Park regeneration area has a number of advantages that could be maximised to fully realise the area's potential. It is close to a busy London High Road, next to two major regeneration and investment programmes at High Road West and the £400 million Tottenham Hotspur FC development and close to the open spaces and waterways of the Lea Valley Park.

[Transport Links / Accessibility](#)

To the east of the estate is the Tottenham Hale branch of the West Anglia Main Line and Northumberland Park bus and rail stations. Stansted Airport and Cambridge are accessible along this line via Tottenham Hale. Funding has been agreed via the STAR Scheme to deliver a new four trains per hour service between Northumberland Park, Tottenham Hale and Stratford by 2018 and further frequency and capacity improvements are anticipated along this line, including the potential delivery of Crossrail 2.

The Northumberland Park regeneration area is also receiving investment in transport services that means it is becoming more connected to the major growth areas of Stratford, The City, Central London and Stansted Airport (four trains per hour will stop at Northumberland Park station from 2018). To the west of Northumberland Park, improvements to the Seven Sisters – White Hart Lane line are anticipated to commence now the line has been taken over by London Overground as of May 2015, including significant investment in White Hart lane station.

It is anticipated that Crossrail 2 will include a new station and services stopping at Northumberland Park. This will mean that Northumberland Park has a 'tube' type train frequency (up to 16 trains per hour) connecting it with destinations all over London. The arrival of Crossrail 2 would mean that Northumberland Park is one of the best-connected places in north London and will be a catalyst for investment and opportunities for local people.

The Northumberland Park regeneration area is a designated 'Area of Change' within Haringey Council's Local Plan (adopted March 2013) and is therefore anticipated to provide a substantial number of new homes and jobs over the next 15 years. The planning status of Northumberland Park is also being updated through the development of the Tottenham Area Action Plan (AAP). The policies within the AAP are being informed by the development of this Strategic Framework.

[Work to Date: A Strategic Framework](#)

Fletcher Priest Architects were instructed to prepare a strategic masterplan framework for the Northumberland Park regeneration area, which included undertaking early high level master-planning work and development capacity studies. The strategic

masterplan framework was informed by a two stage community engagement process where the Council engaged with over 450 local people.

The Masterplan identified key priorities for the Northumberland Park regeneration area and as highlighted below identified why this area is such a key component of this scheme.

Council Priorities – Attract investments and transform the opportunity

1. London needs new homes:
 - a. London requires 42,000 new homes per annum but currently only around 29,000 are being delivered, this has led to the market inherently causing price rises.

2. The Northumberland Park regeneration area has potential to deliver huge numbers of new homes due to:
 - a. Availability and ownership of land (majority is council owned/controlled)
 - b. Due to 50/60's design low-density site, with poor community/recreation/open spaces
 - c. There are two major regeneration sites already established in the locality: High Road West and Tottenham Hotspur FC
 - d. The potential of Crossrail 2 being delivered could lead to further increase in PTAL rating and then natural uplift in housing as a result of increased transport links.

3. As part of the Council's priorities this regeneration project would improve the opportunities and quality of life for current residents and would attract new residents into the area

Regeneration has failed previously due to the lack of a holistic approach. Three options were identified as potential strategies for regenerating the area:

Option 1: Infill and Improvement – although it was quickly perceived the site is not compatible for this, with no remaining good housing stock and this option would not deliver the required objectives;

Option 2: Phased Renewal Opportunities – any redevelopment will need to be phased;

Option 3: Comprehensive Redevelopment – given:

1. The local community's desire for comprehensive regeneration that would lead to transformed economic, social and health outcomes;
2. The quality of both the housing stock and the urban environment;
and

3. The local and regional need for new homes that could suit a range of income levels;

this was considered the option that should be explored and taken forward in more detail and should form the basis of further engagement with the local community and any future masterplanning work.

All three strategies include the retention and enhancement of a significant portion of Council housing and the potential for the following:

- Potential for the re-provision for the existing tenants and those resident leaseholders;
- The provision of high-quality new homes would include a range of dwellings from family houses with gardens to flats with private shared courtyards;
- Major new public open space, new shops and work spaces;
- Improved pedestrian and cycling routes;
- Facilities such as a new modern health centre and enhancement of the current community facilities.

The strategic masterplan framework also developed the following “Key Principles for Change”:

1. The Place
2. Homes
3. Open Spaces
4. Community
5. Connectivity

The strategic masterplan framework included four development capacity scenarios that set out different redevelopment scenarios for the area. These scenarios include:

- Potential for up to 2,900 high quality new homes (net) that include a mix of houses with gardens and flats with private shared courtyards
- c. 9,000 sqm linear public open space
- Improved and enhanced community facilities
- New shops and work spaces
- A new, modern health centre
- Height and density focused near the Spurs stadium and Northumberland Park Station
- A new, modern all-through school and potential for new primary school provision
- Improved east-west pedestrian routes
- In addition to the provision of the following:
 - 917 units of councils homes affected
 - 110 units of resident leaseholders affected

- 135 units non-resident leased affected to be acquired
- 76 private homes to be potentially acquired

1.3 Medium Potential Development Sites

Park Grove / Tredegar Road

Park Grove and Tredegar Road site has a combined site area of 2.035ha. The Park Grove site comprises semi-detached houses of Wimpey 'no fines' construction arranged around three sides of a green open space with the fourth side occupied by Park Court apartment building. On the Tredegar Road site 17-27 Tredegar Court comprises a three storey brick built deck access apartment block plus 2No. two storey blocks apartment blocks (1-16 & 28-44 Tredegar Rd).

Leabank View

The site covers an area of 1.331ha and is located in the south eastern corner of the Borough. The eastern boundary of the site adjoins the River Lea and 'Warwick Reservoir West' that are largely located within the London Borough of Waltham Forest. The northern boundary of the site overlooks the 'Markfield Recreation Grounds', adjacent to Gladesmore Community School.

The Leabank View site is a purpose built estate of 1960's local authority residential buildings that would now be considered to be sub-standard; in terms of both space and amenity, in comparison with modern standards. The buildings on the eastern boundary are apartment blocks that face Northeast onto the reservoir. The remainder of development comprises terraced housing: - facing either North towards the Gladesmore Community School or West towards Grovelands Road.

1.4 Commercial Portfolio

The Council's commercial portfolio has been built up over many years and therefore should not be compared to any typical investment portfolio. Properties were acquired for non-fiscal reasons to support schemes such as job creation policies (the industrial estates) or retail parades acquired to support housing development schemes. Therefore the original acquisition purpose may not be relevant or viable in the current market and in the context of the Council's regeneration and development objectives. Therefore a radical review and overhaul of the portfolio has been recommended, combined with recommendations from the Council's 30-year capital strategy and Asset Management Plan. This will ensure that it will be more attractive to the private sector increasing the potential of a successful delivery structure, such as a development vehicle.

The portfolio comprises 146 assets (offices, industrial and retail) with a portfolio value of £48 million generating a net income of £2.1 million. The assets within the portfolio are located across the Borough and comprise predominantly older retail and industrial

stock, secondary / tertiary in nature. The average rental value of each lettable unit is less than £12,000 and as such attracts tenants who would not be considered 'investment grade'. This has resulted in high management costs and bad debts are an issue within the portfolio.

The opportunity exists to rationalise the portfolio, including releasing some of the assets to yield capital receipts, which, alongside a more comprehensive asset management strategy, should improve the income profile and reduce the management costs. Currently the portfolio carries high management costs (circa £0.5 million per annum which equates to 10% of the portfolio income) with 66% of the portfolio let on leases of less than 5 years remaining, with the main demand coming from small to mid sized tenants. The Council recognises that there is an opportunity to release some of the assets within this portfolio to yield capital receipts which would enable investment elsewhere (helping to meet some of the Council's regeneration objectives across the Borough) at the same time as reducing high management costs through rationalisation. It is considered that due to the condition of the portfolio, it would be difficult to outsource the management. The commercial property review team have also undertaken a review, to ensure that the outsourced reports reflect the 30-year capital strategy and Asset Management Plan.

Current challenges:

- Condition of the properties means that income will not be maintainable in real terms, and on going issues such as long term leases and potential incoming EPC legislation will only impact this further;
- Long leasehold arrangements: these make it difficult to actively asset manage the portfolio and improve both the financial returns and the quality of the assets and tenants;
- The geographical spread of the portfolio means that there is no 'critical mass' and no commercial reasons for retaining them;
- In house property team have limited or inaccessible management information.

However, the portfolio provides a useful income stream and presents opportunities for disposal (capital receipts) and some 'quick win' development opportunities which would be significant in contributing to the viability of any delivery structure.

Site Specific Objectives

The Council's specific objectives in respect of the commercial portfolio are to:

- Support regeneration objectives;
- Ensure redevelopment of sites to allow higher density of employment space to reflect the Council's aspirations for new and emerging industries in the Borough;
- Offer improved facilities for operational requirements;

- Rationalise the portfolio, including releasing some of the assets to yield capital receipts; (
- Improve the income profile;
- Reduce the management costs, and improve the benchmarking and use of KPI's;
- Allow portability for alternative options to minimise managing the portfolio.

Work to Date

Two sets of external consultants have undertaken reviews in recent years. DTZ undertook a high level review of the portfolio in January 2014. Their report highlighted that each property needed to be carefully considered prior to making future decisions. The report recommended that along with improving the financial returns there were three outcomes that the Council should seek to deliver:

1. A balanced portfolio: by possessing a mix of asset types, spread across the Borough with varying asset risk profiles / yield will ensure that there is a spread of risk to the Council. In order to achieve this the Council will need to divest some assets and replace with alternative assets in order to rebalance the portfolio.
2. The "Right" assets: the portfolios should retain or acquire assets for the following commercial reasons:
 - a. A good financial return relative to the risk profile;
 - b. Strategic locations, in order to be beneficial in their own right or for future regeneration programmes;
 - c. Invest in assets that offer an opportunity to deliver outstanding financial returns over the longer term and meet the Council's regeneration plans.
3. Best Practice:
 - a. Appropriate KPI's are set to reflect the characteristics of the portfolio and meet the Council's objectives, including revenue, net revenue, voids and cash collection;
 - b. Management reporting needs to be robust, timely and information must be appropriate and accessible to those who require it.

DTZ also indicated that the team resource and management information systems would need augmenting to enable proper future management of the portfolio and drive best value.

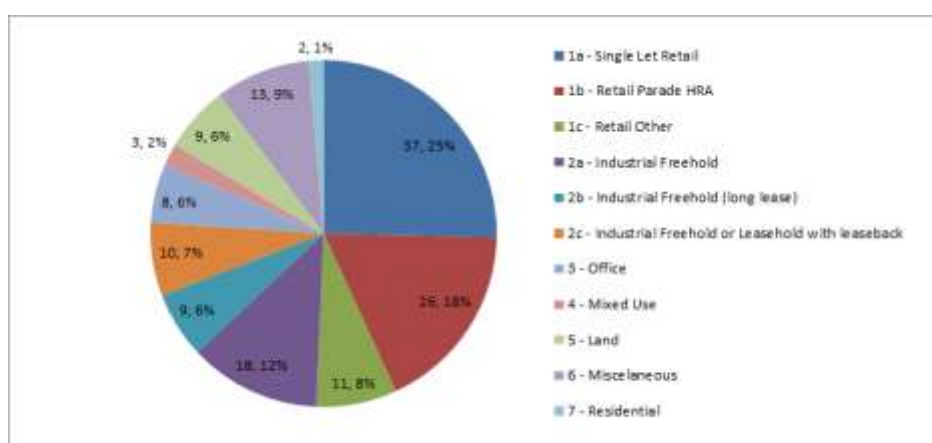
Carter Jonas was instructed in July 2014. Their report followed a series of workshops, which reviewed all the properties as recommended by the DTZ report. The overall portfolio includes around 500 properties with 1300 units. The report reviewed 146 of those properties with 532 units. The selected properties cover the traditional

commercial uses of retail, office and industrial properties. They represent the main income from the Council’s non operational portfolio. The review did not include the Council’s commercial properties situated in the Haringey Heartlands area as this is subject to a separate regeneration strategy. The majority of the assets that have not been reviewed are pieces of land, sub stations, way leaves and other assets such as mobile phone masts.

The key statistics of the reviewed properties within the portfolio are:

Total Number of Properties	146	
Total Number of Tenants	532	
	GIA (m2)	77,033
	NIA (m2)	35,140
	Zone A (m2)	5,519
Gross Annual Rent (all rents payable deducted)	£4,031,132	
Net Annual Rent (Management & Maintenance costs deducted)	£2,154,039	
ERV p.a.	£4,465,605	
Net Book Value	£40,920,448	
Total Value	£47,904,374	

Carter Jonas has reported a recommended way forward to best rationalise the portfolio and has categorised the portfolio as follows:



The following table summaries the recommendation showing both the costs and benefits to the Council:

Property Sector	Recommendation	Costs/Risks	Benefit
1a - Single let retail	Sell 30 units	Fees, / Loss of revenue income to the HRA account	Capital receipt and retention of units do not offer any regeneration benefits.
1b - Retail Parade HRA	Retain or dispose on long lease	Fees/ redevelopment of blocks could be fettered,	Revenue increase - saving on management costs.
1c - Retail Other	Individual property strategy	N/A	N/A
2a - Freehold Industrial	Retain and Improve	Investment/ Assets will deteriorate without investment.	Revenue and support existing employment in Borough
2b - Freehold Industrial let on a long lease	Purchase intermediary interest	Investment -	Revenue greater control of assets and retention offer no regeneration benefit.
2c - Freehold Industrial with leaseback	Purchase intermediary interest	Investment /Cost of purchase could be high.	Revenue - high regeneration potential lower management costs.
3 – Office	Retain	N/A	N/A
4 - Mixed Use	Individual property strategy	N/A	N/A
5 – Land	Individual property strategy	Fees	Capital
6 – Miscellaneous	Individual property strategy	N/A	N/A

From the DTZ and Carter Jonas analysis, the following recommendations are being taken to CAB for approval.

1.5 Broadwater Farm

Broadwater Farm is an area in Tottenham approximately 1.2 miles from Wood Green and straddles the River Moselle. It is because of the river and its floodplain that this area was not developed until the 1930's when substantial drainage works allowed the western half of the area to be developed into the Lordship Recreation Ground, one of north London's largest parks. The remaining land was earmarked for residential development and was eventually developed as an experiment in high-density social housing in the late 1960s known as the Broadwater Farm Estate. Because of the high water table and the flood risk caused by the Moselle, which still flows through the site, no housing could be built at ground level, instead the ground level was entirely occupied by car parks, and the buildings were linked by a system of interconnected walkways (the deck) at first floor level.

Broadwater Farm is still predominantly a residential estate on a site of 8.46 hectares. The estate includes the original 12 concrete blocks / towers, two of which extend to 17 storeys and one to 5 storeys. There are 1,075 houses currently on the estate of which 969 (90%) are occupied by council tenants and 106 (10%) are leasehold, sold under Right to Buy. The estate is dominated by one and two bed dwellings (80%).

The Council's objectives in respect of Broadwater Farm are to explore the opportunities for improving the estate, redress the tenure imbalance and range of unit types and therefore alter the currently negative perception of the area. Subject to engagement with local residents, the estate and its immediate surrounds presents an opportunity for a large-scale regeneration project. The inclusion of surrounding sites could assist further in making an even more comprehensive development opportunity.

Site Specific Objectives

The Council's specific objectives in respect of Broadwater Farm are to:

- Explore with residents opportunities for significant physical improvement of the estate;
- Find solutions which redress the tenure imbalance and range of unit types (currently predominantly 1 and 2 beds);
- Incorporate new facilities including health and higher quality retail; and (
- Alter the currently negative perception of the area. (

Work to Date

Arup were instructed in mid 2013 to provide a high level study in respect of the estate and surrounding sites. Arup considered three scenarios:

Scenario 1 - Base Case

- Combined gross development area 13.56 ha
- 532 habitable rooms per ha

Scenario 2 – Extended Development

- Combined gross development area 17.70 ha
- 507 habitable rooms per ha

Scenario 2 – Comprehensive Development

- Combined gross development area 21.80 ha
- 519 habitable rooms per ha

Each scenario included phasing of development to allow for decant on-site and provision of a tenure split of social rent, intermediate and private housing.

Whilst the estate has now been allocated within the Council's draft Site Allocations Document, there are currently no firm plans in place for the estate and engagement with residents is planned to take place later in 2015 in order to start progressing a way

forward for the estate. The Council is proposing a delivery timescale for the estate of 2020 onwards.

1.6 High Road West

The current High Road West masterplan promotes the delivery of a new station at White Hart Lane and complements THFC's development plans for its stadium, which is intended to act as a catalyst for the wider regeneration of the area. In February 2012 the Council granted planning permission for the new THFC stadium development (ref. HGY/2010/1000), which comprises demolition and comprehensive redevelopment of the stadium with a hotel, retail, museum, offices and housing. The first phase of works has completed with a new Sainsbury's supermarket on the site that fronts Northumberland Park Road. Preparatory works at the new stadium, which will increase spectator capacity to 56,000 is underway, whilst the existing stadium continues to operate.

The Council's proposals for HRW include the development of approximately 1,700 new residential units, including the renewal of the Love Lane housing estate, alongside retail and leisure, with a focus around Moselle Square: a new high quality public space which will serve as a clear route for visitors for match and event days at THFC arriving at a new White Hart Lane station entrance. Combined with the development of a new stadium, it will also be a thriving business area with public events, shops, restaurants and cafes with new homes above.

The Council owns a substantial amount of land in the High Road West area which mainly comprises the Love Lane housing estate and civic / community buildings. THFC also has land ownership within the area.

There have been detailed negotiations between the Council and THFC to agree the best way in which HRW can be delivered alongside the new stadium. A key component of this is to establish the likely availability of public sector funding from the GLA and potentially Central Government to help address viability constraints.

Based upon progress of the Council's discussions on potential public funding sources, as well as discussions with THFC over land issues, it intends to start a procurement exercise to select a development partner later this year. The HRW project is expected to have a similar procurement timeline to Northumberland Park. The Council has made an application to the GLA for both projects in order to obtain Housing Zone / Treasury funding. The Council expects to obtain approval from the GLA for the funding package in October 2015.

Taking into account the above, it has been considered by the Council and its consultants as to whether HRW and Northumberland Park should be part of the same package for the procurement of a development partner, but it was concluded that the projects should remain separate for the following reasons:

- There is significant interconnection between High Road West regeneration and the stadium development for THFC, both in terms of land holdings but also public realm improvements in relation to Moselle Square. The proposals at Northumberland Park will remain separate to this.
- The High Road West proposals include the provisions of approximately 1,700 units. Taken together with the proposals for an estimated 3,700 units at Northumberland Park, this equates to a total of 5,400 units across the two schemes. By delivering both projects with one development partner, it is thought that the Council would be putting 'all its eggs in one basket' which would result in significant risk both in terms of design and delivery timing. Furthermore, it is believed that the market appetite would be reduced for such a large scheme.
- Lastly, it is thought that the delivery of both projects by one partner would dilute the partner's focus on the delivery vehicle and would therefore result in a slower pace of change (particularly due to resourcing both within the development partner's organisation, but also within the Council).

It is therefore recommended that the procurement of a partner for HRW should remain separate. However, as the procurement process is likely to be on a similar timescale as that for a delivery structure (such as a Development Vehicle if this is the recommended delivery strategy), it is crucial that the market is given a clear message as to why the projects are being procured separately.