

Capital Strategy

December 1

2015

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Executive Summary

Our ambition and our priorities for investment

1. This capital strategy sets out the Council's plans for long term capital investment to achieve sustainable regeneration and growth in Haringey. Our vision for investment is fully in line with our priorities of outstanding for all, clean and safe, growth and employment, homes and communities.
2. Our ambition includes new housing, new jobs, modern and thriving town centres, fast digital connectivity, modernised customer services supported by efficient technology, good and outstanding schools in excellent learning environments, early years, adult services and special needs provision as required by residents, modernised infrastructure, new kilometres of cycle-ways and quality leisure and cultural assets. This capital strategy will assist in delivering the changes to enable that ambition to be achieved.
3. We expect to generate significant inward investment to help us achieve our vision. Our own capital investment ambition sets out aspirations for **£1.9bn** of capital investment over the next 10 years. We intend to build our financial and delivery capacity to allow similar levels of investment in future years [to 2045] to help us complete our plans and fulfil our ambition.

Our place in London – strategic influences

4. In our corporate plan, we are proud to recognise our place as one of the fastest growing areas of London:

“Haringey is a place of great opportunity, with enormous potential for growth – a growing economy, more and better housing and flourishing communities. We are part of one of the world's greatest cities and benefit hugely from that – but more than this we believe that, with our potential for growth, we are the future of London.”

5. Our capital investment strategy is rightly influenced by the wider picture in London, the London Mayor's targets for housing, jobs and infrastructure, and we work closely with our partners in government and the private sector to maximise the benefit of public and private investment in new initiatives.

Our own assets

6. Haringey holds significant land and building assets in the borough. The majority of these are required for continued service delivery in housing, schools, libraries, parks and open spaces. However at a time of significant change, it is right that we continue to re-think how these assets are best used to support our priorities in the future, and that we work harder to ensure they are fit for purpose, in the right locations, and where possible, are used to bring in further investment to help us achieve our ambition.
7. Underpinning our capital strategy is a constant challenge to the reasons for holding property. Where land and buildings are considered surplus to requirements and not

needed to support regeneration plans, we will seek to use them to leverage additional investment into the borough; only where this is not possible will we pursue disposal as an option to generate resource for re-investment. Our drive for operational efficiency and reducing our cost base will also influence our investment plans in our own buildings and in the public infrastructure we are responsible for providing. We intend to invest to save over the next ten years to secure longer term cost reductions and build our future financial capacity and resilience.

Building our financial and delivery capacity

8. To achieve our ambitions, we need to be prepared to invest for the future. Over the next ten years, this will mean that we will need to undertake additional borrowing, and to do this and ensure its affordability; we will need to build our financial capacity at a time when increasing budget constraints are being applied within the public sector.
9. The Council intends to enter a joint venture partnership with a private sector partner, and form an overarching Haringey Development Vehicle. This joint venture will enhance the Council's capacity to deliver some of its major regeneration initiatives, and will bring additional expertise and finance to support key initiatives in North Tottenham, Wood Green and other key development sites. We will specifically consider the extent to which our assets have a role to play in leveraging the benefits to be gained by this approach rather than simply disposing of them to generate capital receipts for future investment.
10. Our plans are also expected to be able to generate further financial capacity through growth in housing and businesses which will in turn deliver additional Council Tax and Business Rate receipts to support future capital investment.
11. Our Capital Strategy will align with our Medium Term Financial Strategy (MTFS) where we will exemplify the financial benefits from our growth strategy and efficiencies to set alongside our investment strategy through affordable and sustainable borrowing.
12. We have considered the extent to which revenue efficiency savings over the next 10 years can support capital investment through borrowing, together with growing our revenue income base from Council Tax and Business Rate receipts over the next 10 years. We estimate that together these measures will enable capital investment of up to a further £200m once we have taken into account the additional service costs that will inevitably be associated with that growth.

Governance and working in partnership

13. We will establish robust governance and gateway processes to ensure all capital investments are in line with the Council's priorities, consider associated risks, recognise financial constraints over the longer term and drive out value for money.
14. Our priority board structure will take ownership of programmes and projects delivering outcomes relevant to their objectives. We have established a Capital Board governance structure to take a cross Council view of capital investment schemes and to own the capital strategy as it develops.

15. As a Council we recognise that we cannot deliver our full ambition by ourselves, and we need to strengthen partnerships in the public and private sector to allow us to work together effectively on long term and joined up solutions and investment programmes. Co-location of services and a seamless offer to our residents will require detailed coordination work in a number of areas.
16. We also need to ensure a co-ordinated approach to external grant funding, Lottery Bids and other external funding (including EU funding) for our major heritage assets and key regeneration projects to bring in necessary future investment. Our governance arrangements will be established to ensure that this takes place and that partners can see the strength of those arrangements in providing confidence to them.

Our Ambition

17. **We want to regenerate, grow and enhance** Haringey's physical assets to provide the right housing, business opportunities, education, leisure and transport options for our residents. We want to reshape and modernise our Town Centres for the 21st century. We want to create thriving communities and places our residents can be proud of.
18. **We want new and fit for purpose housing** –Our Housing Strategy sets out a vision: 'Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.' Haringey's drive for new housing forms part of its overall ambitions for regeneration and growth. In the coming years, the council's regeneration efforts will be targeted in its priority areas of Tottenham and Wood Green. The Council will seek to ensure that there is fit for purpose housing across all tenures and ownership models including investment in the Council's own existing stock, and supporting development of 15,000 new homes over the next 10 years,
19. **We want to promote growth in employment** - the Council's Economic Development and Growth Strategy states that 'Haringey's future economic growth must ensure that the dividends of regeneration translate into greater opportunity and prosperity for our residents. Over the next three years we will secure more than £1 billion of new investment in our communities, much of that initially concentrated in Tottenham. The Council will promote growth in employment through policy initiatives, support for businesses and via direct capital investment to secure additional jobs, new businesses and apprenticeships over the next 10 years.
20. **We want to secure excellent transport infrastructure** – the Council's emerging Transport Strategy will link with the North London Transport Plan, the Council's Local Plan and the Council's regeneration plans as well as other Council areas of responsibility such as air quality requirements. The Transport Strategy will be used to lobby central government, GLA, TfL and other potential funding bodies.
21. **We will use our own land, asset and financial resources to lever in external investment.** Our regeneration strategy aims to ensure that maximum regeneration impact is realised from the major development projects within the Borough, making certain that individual regeneration projects are designed and delivered so that they contribute to our core objectives. It will also ensure that links are forged with the wider London region and that mainstream Council services are designed so that they best serve Haringey's regeneration objectives. The Council aims to ensure there are consequential community benefits and essential infrastructure development being delivered from all growth initiatives.

Haringey London

22. Our capital strategy necessarily takes into account the plans governing London. An outline of their relevance is set out below.

London Infrastructure Plan 2050

23. The London Infrastructure Plan 2050 sets out the estimated requirements for London of 49,000 new homes per year, to meet anticipated population growth and the existing backlog, and the equivalent of over 600 new schools and colleges to meet the expected increase in the school age population. As well as many other long-term infrastructure requirements including transport, power, water and climate change targets. These will all have an impact on the long-term capital investment requirements for Haringey.

London Housing Strategy

24. The London Housing Strategy sets out policies to meet the housing needs of London's growing population with well-designed homes of all tenures. The London Housing Strategy identifies areas of opportunity and areas of intensification. The list of areas of opportunity includes Upper Lee Valley and the list of areas for intensification includes Haringey Heartlands / Wood Green. The key priorities of the strategy are:

- increasing housing supply to levels not seen since the 1930s;
- better supporting working Londoners and helping more of them into home ownership;
- improving the private rented sector and promoting new purpose-built and well managed private rented housing;
- pushing for a new, long term financial settlement for London Government to drive housing delivery; and
- bringing forward land for development and accelerating the pace of housing delivery through Housing Zones and the London Housing Bank.

London Plan

25. The London Plan sets out the scale of the housing challenge to 2036 and recommends planning policies to address it, including identified housing capacity to 2025 and a range of other proposals about infrastructure and the environment, to ensure good-quality, sustainable development.

26. The London Plan:

- refers to the Upper Lee Valley opportunity area and the Haringey / Heartlands intensification area
- sets a minimum 10-year (2015-25) target for housing supply in Haringey of 15,019 with an annual monitoring target of 1,502

- indicates the requirement for specialist housing for older people for 2015-25, with an indicative requirement for Haringey of 80 private sales and 20 intermediate sales
- includes strategic industrial locations, for Haringey Central Leaside Business Area, which is designated as a Preferred Industrial Location and Tottenham Hale, which is designated as an Industrial Business Park
- plans to construct a super cycle highway from Tottenham to the City

Mayor's Transport Strategy

27. The Mayor's Transport Strategy (MTS) sets out the Mayor's transport vision and describes how Transport for London (TfL) and its partners, including the London boroughs, will deliver that vision.

28. The transport strategy should:

- Support economic development and population growth
- Enhance the quality of life for all Londoners
- Improve the safety and security of all Londoners
- Improve transport opportunities for all Londoners
- Reduce transport's contribution to climate change

29. A significant element of the Mayor's transport strategy is delivered by each borough through its Local Investment Plan. Further details of Haringey's most recent plan are set out in para 71.

London Land Commission

30. The Mayor of London launched the new London Land Commission, alongside the Housing Minister, on 13th July 2015. It is the first ever coordinated effort between City Hall, central government and London's boroughs to free up surplus public land in London to build homes that the city needs.

31. The Commission will compile a 'Domesday Book' of all brown-field public land in London, to be completed by the end of 2015 - the first time such a comprehensive set of data has ever been collected for the capital. This will give unprecedented and transparent information and allow the fast-track of the new homes that all want to see.

32. The Commission will then work swiftly across layers of government and public bodies to develop strategies for unlocking the newly identified public land for development and encourage greater collaboration. It will also identify land opportunities, both public and private, in priority areas for future growth through the redevelopment of public land, whilst ensuring a good return for residents and quality regeneration.

London's Devolution Plans

33. The local government press reported on the potential devolution deal for London, proposing to redesign London's £93bn public services through wide-ranging

devolution from central government. It was reported in July 2015 that the ambitious devolution bid sets out plans it is claimed will 'outpace' New York and add £6.4bn to the capital's economy by 2030. The bid was reportedly agreed by the Mayor and the leaders of the 32 London boroughs and will mark the starting point for negotiations with government on a devolution deal.

34. The proposed approach include:

- boroughs taking control of health and social care budgets;
- reforming current right-to-buy rules;
- integrating JobcentrePlus and council teams into locally run services;
- pooling individual councils' housing revenue account borrowing capacities so that they can collectively build more homes.

Haringey's Local Plan

35. The Local Plan objectives include:

- To manage growth at Haringey Heartlands and Tottenham Hale so that it meets our needs for homes, jobs and services, is supported by necessary infrastructure and maximises the benefits for the local area and community and the borough as a whole.
- To provide homes to meet Haringey's housing needs and to deliver the housing target of 1500 units per annum, bringing a mix of affordability, quality and diversity and to help create mixed communities.
- To promote the efficient and effective use of land whilst minimising environmental impacts.
- To strengthen the role of Wood Green Metropolitan Town Centre and the borough's district centres as accessible locations for retail, office, leisure and community uses and new homes.

36. The Haringey Local Plan will need to reflect the new and emerging London Plan. There will be increasing pressure to change some commercial sites to residential sites in the next 10-15 years.

37. Haringey's Infrastructure Delivery Plan will also be updated by January 2016 and will be based on the latest population growth, and Haringey's Community Infrastructure Levy (CIL) policy is also being reviewed. The impact of the potential CIL levy for Crossrail 2 stations (five planned in Haringey) will also need to be assessed and the Capital Strategy updated accordingly.

Outcomes

- 38 These include:
- Jobs created or safeguarded
 - Reduction in carbon

Outputs

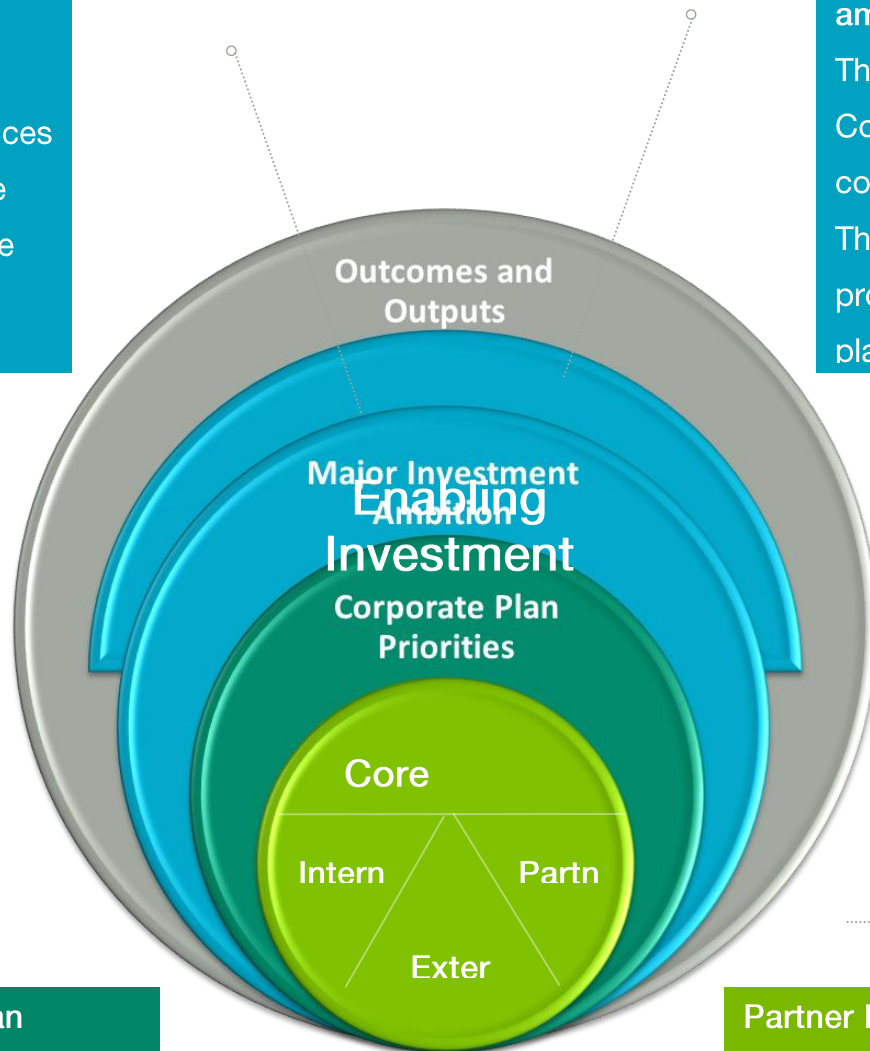
- These include:
- New cycleways
 - New school places

Enabling Investment

These are the works and services that support the realisation of the council's major investment

Major investment ambition

This reflects the Council's corporate priorities. The projects and programmes planned should be



Corporate Plan Priorities

The Capital Strategy is shaped by the vision of the Corporate Plan.

Partner Influences

- These include:
- North London Waste Plan
 - TFL's North London Sub-

Internal Influences

- These include:
- Corporate Plan 2015-18
 - Local Plan
 - Regeneration

External Influences

- These include:
- London Infrastructure Plan
 - London Plan
 - London Land

Negotiation with central government, GLA and other partner organisations

39. It is important for the Council to optimise the funding position for its capital investment ambition. The Council will seek to negotiate with central government, the GLA and other partner organisations to ensure that Haringey has access to appropriate funding streams for London-wide and North London initiatives and obtains fair funding for strategic Haringey projects that contribute to London growth targets.

40. As a priority:

- The Council will develop plans to negotiate the HRA borrowing cap with central government to better enable the Council's new house build ambition.
- The Council will use its approved Transport Strategy as a base for negotiations on transport infrastructure requirements in Haringey with central government, GLA and TfL.

Secure value from our own land and building assets

41. The overriding approach to the management of Haringey's assets is that assets should enable new infrastructure and/or have a purpose in achieving the Council's priorities, before disposal is considered.

42. The Council's capital investment plans set out in this Capital Strategy include the following options for maximising benefit from its strategic assets:

- Joint venture investment
- Partnership with developers
- Consolidation
- Collaboration with Public Sector partners
- Alternative use
- Disposal

43. Each major project business case should identify the asset implications and demonstrate how the proposed asset impact secures best value.

Forecast available capital financing resources over 10 years

44. A number of financial principles will be established and will be applied:

45. **General Fund Capital Receipts** – will be held for general capital purposes and will only be earmarked within a specific project where a business case has been made and best value demonstrated.

46. **HRA Capital Receipts** – will be applied to housing capital investment purposes in light of the challenges associated with the delivery of the Council's new build ambitions and the risk to the viability of the HRA over the 30-year period (2016-2046). This includes an increased commitment to the application of right-to-buy capital receipts to grant funding for the development of affordable housing by all RPs developing in the

Borough. A risk assessment of the likelihood of capital receipts, not spent within 3 years of receipt, having to be handed over to HM Treasury has been undertaken and a reduction has been applied to the 30-year capital receipts forecast based on this view.

47. **Community Infrastructure Levy (CIL)** - CIL income will be spent on infrastructure needed to support development in Haringey. This need is assessed as part of the Local Plan making process and an Infrastructure Delivery Plan (to be updated October 2015) is included in the adopted Local Plan: Strategic Policies. The Council will also work closely with Neighbourhoods to ensure that the Neighbourhood CIL allocation is used to best effect in the delivery of local needs within the context of the wider needs of the Borough.
48. **Capital Grants** – capital grants will be applied according to any ring-fence conditions but will otherwise be applied to achieve maximum benefit and minimise the need for additional borrowing.
49. **Better Care Fund (Capital Grant)** - this grant incorporates what was the Disabled Facilities Grant and the Council will consider the benefits gained from providing additional or match funding.
50. **External contributions** – it is expected that external contributions will apply to specific capital projects and will be applied on this basis. In the event that an external contribution is not related to a specific project the contribution will be made available for general purposes and to reduce the amount of external borrowing necessary.

Borrow prudently to invest in the future

51. The Council has previously not undertaken significant external borrowing from the General Fund other than where a strong invest to save business case could be demonstrated. Instead it has tended to limit its capital investment to the value of its expected capital receipts.
52. This is no longer considered to be an appropriate strategy in the context of a growing capital expenditure ambition, necessary to achieve the Council's long term objectives but also recognising that its assets have the potential to leverage additional investment and expertise through a different approach such as a Development Vehicle.
53. The financial landscape within which the Council now operates and which is likely to develop over the future years means that it is now more reliant on locally generated sources of funding, rather than a reliance on central government direct support. The Council has recognised therefore that the costs of borrowing, which can be accessed at traditionally low cost, can be considered as an appropriate mechanism to support investment that delivers growth in the determinants of its revenue funding such as Council tax and Business Rates.
54. However, it has established a set of principles which will limit its exposure to the risks associated with anticipating future funding streams; specifically it will only apply a proportion (15%) of estimated future growth towards the costs of borrowing – recognising that additional service demands and cost will flow from any growth in

Housing and Business. This is a conservative estimation of the marginal costs associated with increased service need arising from resident based developments.

55. It will also only undertake borrowing on the value of future estimated growth projections within a three year planning horizon to limit the risk that speculative growth is used to support borrowing levels. All of these controls will be factored into the Council's Prudential Indicators which are approved annually by Members.
56. The Council also recognises that its borrowing capacity can be substantially improved if it can deliver further efficiency savings which it can direct towards borrowing costs. In developing its Medium Term Financial Strategy members will be asked to consider the extent to which they are prepared to direct revenue capacity in support of borrowing costs.

Haringey Development Vehicle – a strategic joint venture

57. The Council is likely to conclude that a significant part of the Council's regeneration plans and investment ambition can be best delivered by a long term (minimum of 15-20 years) joint venture with a private sector investment Partner (to be referred to as the Haringey Development Vehicle or HDV). Whilst the exact impact for the development of the Capital Strategy will not be known until the adoption of the detailed business case and consequent partner procurement are complete, expected completion date of [mid-2017], the main considerations will be:
- a. The 10 year Capital Model will include forecasts for the costs of capital investment schemes which may be considered for delivery by the future HDV. This will ensure that the scope of the ambition remains documented in one place and that the Council's financial commitments, whether expressed directly or via the future plans of the HDV, remain clear.
 - b. Certain land assets, may be transferred to the HDV on completion of the procurement. It is likely that the value of these transfers will be modelled as, either deferred capital receipts or income, rather than immediate capital receipts in the short term. Potential asset categories include:
 - **Estates renewal** – for example Northumberland Park and Broadwater Farm – looking to aid estate renewal and increase the density of housing considerably
 - **Wood Green Regeneration** – including River Park House, the Civic Centre, library and related assets – looking to drive the Council's regeneration ambitions and also linked to the Council's Accommodation review
 - **Medium scale development sites** – 4 – 6 sites that could become available for development e.g. Selby Road Depot
 - **Commercial Portfolio** – with an annual rental of [£3-4m] but deemed to be declining assets
 - c. Other land assets may be the subject of future transfers by option. These will still need to be explicitly modelled in terms of expected future value for the purposes of the Capital Strategy.

- d. Any land or property that transfers into the HDV will be transferred on the basis of a development opportunity and/or striking a better balance of stock in the vehicle.
- e. The HDV approach will be designed for scale and larger projects rather than funding development of smaller scale units.

58. The Council's capacity to deliver to an accelerated time frame is likely to be enhanced by partnering in a Joint Venture. This could mean that the Council is able to achieve certain outcomes more quickly. Any consequent financial benefits for the Council's future sustainable revenue position could therefore also be achieved more swiftly, and this will need to be reflected in the Council's financial impact modelling.

Corporate Priorities

OUTSTANDING FOR ALL
Children, young people and adults are healthy, thrive and achieve their potential

CLEAN AND SAFE
A place which is clean, well maintained and where everyone feels safe and is proud to live and work

SUSTAINABLE HOUSING, GROWTH AND EMPLOYMENT
Building a basis for communities to thrive

PRIORITY 1
Enable every child and young person to have the best start in life, with high quality education

PRIORITY 2
Enable all adults to live healthy, long and fulfilling lives

PRIORITY 3
Create a clean and safe borough where people are proud to live, with stronger communities and partnerships

PRIORITY 4
Drive growth and employment from which everyone can benefit

PRIORITY 5
Create homes and communities where people choose to live and are able to thrive

Includes:
- Future school expansions
- St Mary's expansion

Includes:
- Aids and Adaptations (the only planned works currently)

Includes:
- Carriageway works
- Street Lighting Investment

Includes:
- Strategic Acquisitions
- Alexandra Palace

Includes:
- HRA Successor Programme
- Decent Homes Works

£144m

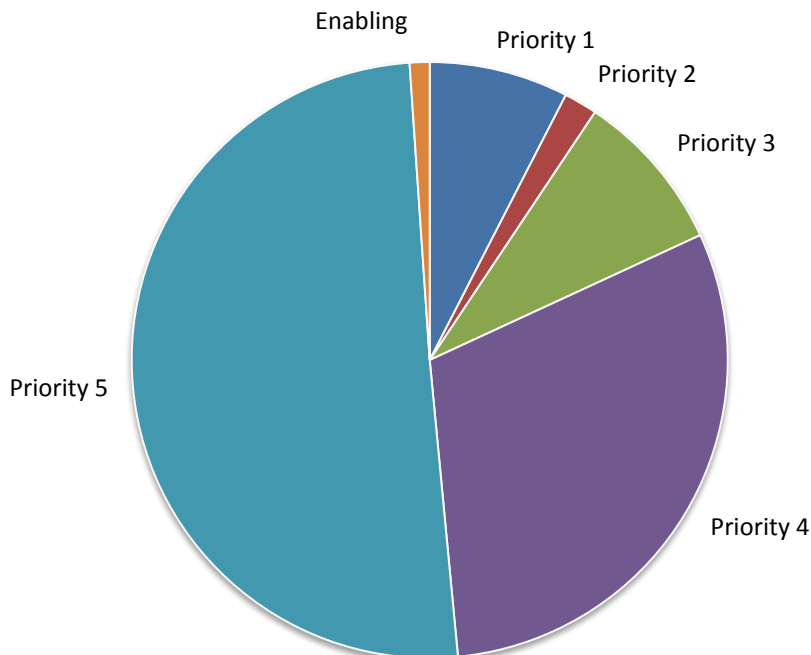
£34m

£167m

£578m

£959m

Major Investment Ambition



Priority 1 Outstanding for all - Children

Enable every child and young person to have the best start in life, with high quality education

Early Years and Childrens Centres

59. Providing quality early years settings and supporting the proposed 30 hour free childcare offer is a high priority for the Council, and, subject to government support, significant new investment over the next 5 years will be planned to provide an additional 1,500 places required to fulfil this ambition.
60. Following recent consultation on the future of Haringey's Children's Centre Network, it is likely that capital investment will be required in a selected number of centres to allow a redesigned offer to be maintained in certain areas.

Primary Schools

61. The agreed expansions of St Mary's Primary School and Bounds Green Primary School will conclude in 2016. Our forecasts indicate that the borough has sufficient primary capacity for the next 10 years, and the Council can now direct its investment towards improving the suitability and condition of accommodation at those schools most requiring investment to raise achievement and attainment.

Secondary Schools and Post 16

62. The Council will need to ensure sufficient capacity in its secondary schools and potentially grow its Post 16 offer in a number of locations as the larger year groups currently at primary school move through to secondary school. The Council is also reviewing the location of education provision as part of its Tottenham Regeneration plans. Investment of £x over the next 10 years is planned for this sector.

Youth Zone

63. The Council is exploring the potential for different commissioning models for Youth Services. The Youth Zone model of partnership with an experienced charity provider is being explored for North Tottenham, alongside the review of current services at Bruce Grove.

Hub for Special Needs assessment

64. We want to develop a centre for specialist assessment and therapy for families with special needs children. The aim is to provide an integrated health and education assessment service, a one stop shop for families to access services in an easy to access and supportive centre.

Priority 2 Outstanding for All - Adults

Empower all adults to live healthy, long and fulfilling lives

Adult services and health integration

65. The focus of Adult Services is on keeping people in the community through supported living. As a priority, the aim is to develop a 15 – 20-year plan to identify what is required to deliver services on the basis of supported living.
66. Our October 15 consultation proposals included:
 - changing some day centres to re-ablement hubs
 - potential day centre and home closures including options for transferring to a social enterprise, private sector commissioning and continuation of in-house provision.
67. Day services are provided via a social enterprise model with some provision in-house. The service is closing three of four learning difficulty buildings and retaining one purpose-built site to be run by the social enterprise, with an associated rental income stream.
68. The Council is also considering the establishment of a company for shared living and re-ablement, with Haringey as the main shareholder.
69. A number of assets are currently being reviewed with the aim of moving to a service delivery model that is focused on supported living, re-ablement, intermediate care and community hubs.
70. There are also plans for the use of technology in order to improve and enhance service provision with a digital front-end planned in the short term and integrated case management and supported mobile working planned for the medium term.

Priority 3 Clean and Safe

To secure excellent transport infrastructure

71. Investment in transport infrastructure is a key part of the Council's programme to support economic growth and improve the health and wellbeing of our residents and businesses. The Council is in the process of producing a new Transport Strategy. The new strategy will provide an appropriate context for a full revision of Council priorities for transport investment funding for the future. The Transport Strategy is expected to include plans for cycling and walking and parking.
72. It will be used to lobby the central government, the GLA, TfL and other potential funding bodies. It will also link up with the North London Transport Plan, expected to be published in 2015. Further influences on the Transport Strategy include:
 - a. **Development Infrastructure Funding Study by GLA/TfL** – concentrates on Upper Lee Valley – which is expected to be published in late 2015 and lists the demands, requirements and gap in provision, which will result in a prioritised list of ambitions.
 - b. **Study into bus network enhancement** being undertaken, including identification of new routes
 - c. **Tottenham Area Action Plan commissioned a transport study**, which highlighted pinch-points/bottle-necks, bus network requirements and identified measures required to mitigate the impact of predicted growth in Tottenham
73. The transport strategy will link to the Corporate Plan, the Local Plan and the Council's regeneration plans as well as other Council areas of responsibility such as air quality requirements. The Transport Strategy is different from TfL's Local Implementation Plan which is a 20 year strategy with 3 year delivery plans. As part of the Delivery Plan London boroughs make annual funding submissions to TfL.
74. The LIP annual spending submission is a key component of the funding available for local transport investment. The Council supplements this funding through its own capital expenditure on local carriageway and footway maintenance, street lighting investment, parking schemes, road safety schemes and developer contributions through the planning process. For 2015/16 total transport investment is estimated at £14m. The LIP specifically supports Priority 2, Priority 3 and Priority 4 of the Corporate Plan, and forms the basis for our projects and programmes to be pursued over the next 20 years. Although the Mayor's Transport Strategy provides the context for our LIP, we have scope to interpret the Mayoral objectives and develop our own transport objectives.
75. In return for funding boroughs are expected to make progress against a number of performance indicators including increasing the levels of walking and cycling journeys as a proportion of all journeys, bus service reliability; principal road condition and road user casualty reduction. Every year TfL indicate any particular additional measures they would like to see reflected in local initiatives. The plan covers both physical renewal

and improvement of the Borough's transport infrastructure alongside softer measures to promote behaviour change and engage with wider safety, health and environmental objectives including air quality through support for more walking and cycling.

76. Our overall LIP funding submission for 2016/17 is around £8.4m including major scheme submissions for White Hart Lane station area [to complement the planned reconstruction of the station] and for Green Lanes/Alfoxton Avenue junction as well as for bridge strengthening and assessment.
77. While the scope and extent of this work will be reviewed as part of the Transport Strategy, it is recommended that the Council retain a focus in this area for several reasons; as set out in the Corporate Plan we still need to do more work to promote health and well being; we have targets to meet to reduce carbon and critically a reduction in car use is key to support the regeneration plans for Tottenham and Wood Green. Traffic modelling for the Tottenham Area Action Plan highlighted the necessity to reduce car usage by around 15% with the shift being to more cycling and walking to enable the planned growth to be delivered without severely impacting on the operation of the road network.
78. The current LIP spending submission is therefore putting significant funding towards such schemes which will deliver cycle lanes, cycle parking including on-street cycle hangars and softer measures to encourage safe cycling through training.
79. The Council enhances its local transport investment by seeking investment in the strategic transport network. Haringey would achieve a significant benefit from Crossrail 2 which would link Seven Sisters, Wood Green and Tottenham Hale and the Upper Lea Valley into a new north east to south west underground line. This £27bn scheme, which could be completed by 2030, would provide new journey opportunities, greatly enhance capacity on commuter services and support regeneration in Tottenham and Wood Green, the borough's main regeneration areas. Investment in track capacity on the West Anglia line would allow a much higher service frequency at local stations supporting higher density development in north Tottenham. Similarly the Borough will benefit from electrification and train lengthening on the Barking Gospel Oak line from 2018. With TfL taking over the line through Seven Sisters as part of the Overground network there will be much improved stations and new trains from 2018.

Conserve our parks and open spaces

80. Haringey has more than 600 acres of parks, recreation grounds and open spaces offering a variety of free fun, games and entertainment.
81. Open spaces make an important contribution to our overall quality of life. Our Open Spaces Strategy draws upon a range of information and seeks to establish a longer term vision for the borough's parks and open spaces.
82. The Council is planning to invest in its parks and open spaces provision and, in doing so, will be looking at how the operation of these sites can become self-financing where possible.

Libraries and Bruce Castle

83. Our Face2Face programme of refurbishment of Marcus Garvey Library, Wood Green Library and integrating customer services will provide improved and better designed environments for our residents with better access to technology and improved systems. A further phase of re-fresh for the remainder of the Library network is planned over coming years.
84. The submission of a Heritage Lottery Bid to aid the preservation and restoration of Bruce Castle is planned for 2017.

Meet our community safety priorities

85. The Safer Haringey Partnership is committed to delivering against a number of key objectives set out in the Community Safety Strategy 2013-17. Key Objectives:
- Rebuild and improve public confidence in policing and maintaining community safety
 - Prevent and minimise gang-related activity and victimisation
 - Break the cycle of domestic and gender-based abuse by working in partnership to promote healthy and safe relationships
 - Reduce re-offending with a focus on 16-24 year olds
 - Prevent and reduce acquisitive crime and anti-social behaviour (to include residential burglary, personal robbery, vehicle crime, fraud and theft)
 - Deliver the PREVENT strategy in Haringey
86. In addition the Council needs to consider how its investment in areas such as street lighting, CCTV and flood defences can contribute to its Community Safety Strategy objectives and its wider responsibilities for community safety.
87. It is expected that the Council's CCTV monitoring centre will move to Marsh Lane in 2017, involving a complete refresh of life expired equipment in a modern secure centre.

Contribute to the North London Waste Plan

88. The seven north London Local Planning Authorities of Haringey, Barnet, Camden, Enfield, Hackney, Islington and Waltham Forest ('North London Boroughs') have joined forces to prepare the North London Waste Plan. The North London Waste Plan (NLWP) will set out the planning framework for waste management in the North London Boroughs for the next 15 years. It will identify sites for waste management use and set out policies for determining waste planning applications. The Boroughs have agreed to start work on a new waste plan to be consulted on in 2016. The capital costs of any joint investment undertaken by the North London Waste consortium will normally be repaid by future increases in the levy. The Council's current medium term financial plan includes provision for increased levy charges in the future, based on previous estimates of the future costs of investment required.

Priority 4 Growth and Employment

89. Our regeneration strategy aims to ensure that maximum regeneration impact is realised from the major development projects within the Borough, making certain that individual regeneration projects are designed and delivered so that they contribute to core objectives. It will also ensure that links are forged with the opportunities that are being created in the wider London region and that mainstream Council services are oriented to best serve Haringey's regeneration objectives.
90. The Regeneration Strategy has three key priorities:
- to unlock the potential of Haringey residents through increasing skill levels and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.
 - to transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.
 - to develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place people want to work, visit and invest in.
91. The Council aims to ensure there is consequential community benefits and essential infrastructure development coming from all growth initiatives. Further details of individual initiatives are outlined below:

Tottenham regeneration programme

92. The Tottenham regeneration programme was established jointly between Haringey Council and the Greater London Authority (GLA) in 2012, with ambitious plans developed to meet local people's priorities of more job opportunities, better housing and improved transport links. The £41.35m funding package agreed in 2012 has grown further to include GLA Housing Zone funding, and a suite of transport improvement projects led by TfL such as the Tottenham Hale station upgrade.
93. Tottenham Hotspur Football Club's (THFC) plans to develop a new stadium at White Hart Lane will be a key driver for regeneration in north Tottenham. THFC were granted planning permission by the Council in 2011 for the redevelopment of White Hart Lane Stadium and the surrounding land, and a new planning application revising the proposals was submitted in September 2015, targeting stadium completion for the 2018/19 season.
94. Following two years of consultation with residents, the regeneration proposals and plans for High Road West - to the west of the stadium redevelopment - were approved by Haringey Council's Cabinet in December 2014, which set out how 1,200 new high-quality homes, community and leisure facilities and space for new businesses will be delivered. The Council's Cabinet is due to consider the proposed procurement approach to secure a development partner for High Road West in December 2015.

95. The Council has been working with local residents and businesses in Northumberland Park to develop ideas for improving and regenerating Northumberland Park, including proposals for how comprehensive regeneration could achieve residents' ambitions, with ideas including 2,000 new homes, better local businesses and shops, improved open space and transport links, and first-class health facilities and schools. The Council's Cabinet is due to consider in November 2015 the proposal to establish a development vehicle for Haringey, and the potential that the vehicle would take forward the Northumberland Park estate regeneration.
96. The estate regeneration of High Road West and Northumberland Park, and delivery of infrastructure for North Tottenham is subject to a funding bid from HM Treasury and GLA, a detailed business case has been prepared in Autumn 2015.
97. Phase 1 of the Tottenham Housing Zone funding is focused on Tottenham Hale, with £44.115m of funding secured, including £11m Green Link funding, with the funding a mixture of grant and recoverable grant / financial transaction. The Council is in discussions with Hermes Real Estate to bring forward a joint venture (JV) to create a district centre at Tottenham Hale. The Council has developed a District Centre Framework with supporting strategies (Green and Open Spaces, Streets and Spaces) which set out key interventions required in the area, and for which the Council will seek funding.
98. The 'Place' priority of the programme is focused mainly on Seven Sisters, Tottenham Green and Bruce Grove, where a wide-range of projects have been delivered since the programme commenced including public realm improvements, creating new green space, shop front improvements, and bringing key buildings back into use. The programme has been mainly funded by the GLA through the Growth on the High Road programme, and work is underway to scope the next round of interventions.
99. The Tottenham Area Action Plan, part of the suite of Local Plan documents, is being considered by Cabinet in October 2015, which will include the contribution to the Borough's housing growth target and the level of commercial development. The Tottenham regeneration programme will deliver 10,000 homes and 5,000 jobs by 2025/26.

Strategic renewal of Wood Green Town Centre

100. Wood Green's major regeneration programme is being driven by residential and commercial development opportunities, including Crossrail 2 station(s) – either at Alexandra Palace and Turnpike Lane or a central Wood Green station - anticipated to be operational by 2030. Unlocking of development sites; land assembly and the anticipated arrival of Crossrail 2 will dramatically increase land values in and around the town centre.
101. The Council's own land and property assets in the town centre sites, alongside other large brown-field sites are expected to enable between 4,600 and 6,000 housing units over the coming 15 years. Regeneration is being driven by residential and employment aspirations as well as an objective to support the growth of the town centre and prevent further decline in economic performance to preserve its Metropolitan Centre status in the London Plan.

102. The town centre is long and linear, running north-south between Turnpike Lane and Wood Green underground stations, with active frontages largely along the high road itself. There is a lack of public spaces in which to dwell and east-west connections from the high road are limited, isolating the high road from adjacent areas. These spatial challenges and constraints impact negatively on the visitor experience. The town centre is dated and the retail offer generally lacks variety and quality. Although there are two cinemas and a number of restaurants, the evening economy is limited, with most outlets closing before 7pm. This contributes to anti-social behaviour, crime and the perception of crime.
103. The Council's 2015-18 Corporate Plan includes objectives to support growth and development in Wood Green's town centre and the council is committed to using its own land and property assets strategically and to developing planning policy which supports employment growth and good quality residential and commercial development.
104. An investment framework and detailed planning policy (Area Action Plan) is being developed for Wood Green. This will maximise the benefits of existing good transport infrastructure and assess the appropriate social infrastructure (health, education, open space) required. The Area Action Plan is due to be adopted by the Secretary of State by September 2017 (subject to public consultation and independent examination).

Use our town centre assets to drive investment and community benefits

105. The assumption is that the Council's land and property assets in Wood Green will be included in the portfolio of the Haringey Development Vehicle. This will enable the council to take a leadership role in enabling an improved town centre, with better spatial layout, good quality mixed-use residential developments and attractive public spaces.
106. The Council's Accommodation Strategy is being developed as part of the Wood Green Investment Framework and Area Action Plan to ensure that Council assets are utilised to the best effect to deliver fit-for-purpose, multi-use, cost effective, customer-facing customer and civic functions located in the centre of Haringey.
107. The accommodation strategy potentially includes a new, fit for purpose, back-office headquarters and a significantly improved customer facing offer. Given the inter-relationship with the plans for Wood Green, this would likely be delivered via the proposed joint venture

Strategic acquisitions

108. The Council will strategically acquire assets where this better enables the delivery of major Council regeneration projects. The Council aims as much as possible to maintain control over the pace of delivery of major regeneration projects, where land assembly is one of key enablers of successful and timely delivery.
109. Other opportunity assets may also be acquired where this assists the Council's achievement of its Corporate Plan priorities. The Council has made £47m available for strategic acquisitions over the next 10 years.

Drive energy initiatives

110. Carbon management in Haringey is focused on the successful delivery of the boroughs 40:20 ambition - aimed at reducing CO2 emissions by 40% on a baseline from 2005 by 2020. This programme was signed up to by the leader and cabinet in 2005 and was a result of requests by Haringey residents. 40:20 aims to reduce energy spend through delivering carbon reduction across the borough. And at the same time deliver the economic opportunity for local businesses and home owners through the creation of green jobs and increasing property values and financial savings.
111. The borough has delivered a 13.45% reduction (in 2013) in carbon emissions since 2005. With the councils large scale projects (for example district energy, and working with the business sector) yet to be realised, greater improvement can be delivered.
112. The achievement so far has been inconsistent across the Council's services and the wider borough. The boroughs homes have reduced their carbon emissions by 15.3% since 2005, while businesses have delivered an 8.3% reduction. The Council has reduced its own energy emissions by over 40% showing leadership and delivering financial savings to the organisation. However, with a more collective and focused approach, there is now an opportunity to make carbon management, and other environmental responsibilities, an income generating area alongside the Council's role as a community leader. Alongside tightening legislation on energy and air quality the council needs to ensure that these legislative requirements are addressed.
113. Together the projects proposed will ensure that the Council is a strong position to deliver leadership and financial savings, wider economic and health benefits, a better environment, and ensure compliance with national legislation.
114. The areas for potential investment are:
- Solar panel projects – currently commercially viable but under government review – applied to all Council's assets including housing;
 - Energy efficiency programme in corporate and investment properties;
 - Creation of a municipal energy supplier through the delivery of district energy networks and management of energy centres built by developers
 - Retro-fit works to property (homes and businesses) – leading to potential uplift in Council Tax and Business Rates based on valuation uplift, and ensuring legislative compliance
 - Air quality initiatives – mitigation of non-compliance levy
 - Climate change initiatives – mitigation of potential cost to address future impacts
115. Priority 4, Objective 4 states 'We will manage the impact of growth, by reducing carbon emissions across the Borough with the aim of meeting our 40:20 goal, while growing the economy.' This objective cuts across all the other Council priority areas. And the successful delivery of these projects will improve the Councils overall performance and outputs in all areas. To ensure this the benefits provided by existing projects such as Smart Homes need to be promoted and the wider strategic benefits understood.

Commercial estate

116. We have undertaken a full review of our commercial estate over the past year, and have assessed the regeneration potential and the economic contribution made by the investment portfolio as a whole. A number of specific actions have been identified to improve the performance of the portfolio, and these will be addressed on a case by case basis over the next year. We are also investigating whether transferring the management of the estate to the future Haringey Development Vehicle provides an opportunity to secure further economic benefits through more directed management and opening up development opportunities. A final decision on this will be made as part of the overall procurement for the Joint Venture Partnership.

Community estate

117. The Community estate will continue to be managed as specialised part of the main Council estate and there are currently no plans to transfer any of the assets to the HDV. The Council will optimise the use of Community assets in line corporate priorities and service delivery plans and gain an income stream where it is deemed appropriate and beneficial. Community organisations occupying these buildings will gradually be transferred to new model community leases as recommended by the community buildings review.

Alexandra Palace

118. The Council is contributing significantly to the landmark project to restore Alexandra Palace to its former glory, which has secured nearly £18.8m from the Heritage Lottery Fund. The historic restoration will see the palace's original Victorian theatre refurbished into an arts venue, the former BBC studios transformed into a visitor attraction and the East Court repaired and opened up to the public.

119. Under the plans, the Palace's stunning hidden theatre – opened in 1875 – will be brought back to life as a 1,300-seat venue for community and commercial use, with rehearsal space, performances, cinema screenings, live comedy and acoustic music among the ideas backed by leading arts figures. The BBC studios – birthplace of high-definition television broadcasts in 1936 – will be turned into an interactive museum, with access to archives and educational tours.

120. The Heritage Lottery funding covers more than half of the cost of the £26.7million scheme – which gained planning permission in February 2015 – with the Council pledging £6.8m towards the project and the Trust is committed to raising £1m before the start of the project in 2016.

Hornsey Town Hall

121. Since 2007, the Council has been working in partnership with Hornsey Town Hall Creative Trust to find the best way of restoring the heritage features of this art deco building and allowing spaces within the building to be made accessible to the public for the first time in many years, as well as securing its long-term future.

122. Central to the aims of the council and the Trust is the shared desire to:

- Restore Hornsey Town Hall in a way that respects its Grade II* listed status
- Provide a financially sustainable future for Hornsey Town Hall
- Restore its public spaces and ensure they are fit for purpose
- Allow cultural, community and other activities to take place in the Town Hall
- Allow public access to the building
- Make a positive contribution to the local economy

123. Hornsey Town Hall and Square has been designated an asset of community value (ACV) in recognition of its cultural significance to Crouch End and Haringey.

124. Work to find a sustainable future operating model for the Town Hall is continuing as planned. The Town Hall site will go to the open market in late 2015, with the council hoping to secure a long-term lease arrangement with a partner that will take forward refurbishment works to the listed building as well as redevelopment of the remaining land on the site to provide much needed additional housing units.

Priority 5 Homes and Communities

Create homes and communities where people choose to live and are able to thrive

125. Our current draft Housing Strategy 2015 – 2020 sets out a vision:
126. 'Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives.'
127. The Strategy for 2015 – 2020 has four simple objectives:
- Improve help for those in housing crisis
 - Ensure that housing delivers a clear social dividend
 - Drive up the quality of housing for all residents
 - Achieve a step change in the number of new homes being built
128. There have been a number of recent changes – many of them outside of the council's control – which meant that the previous Housing Strategy needs updating. They include:
129. The Mayor of London – through his London Plan – has set Haringey an increased target of 1,502 new homes per year for the period between 2015/16 and 2025/26
- Changes in national government policy on local government, housing and welfare mean that Haringey is facing a greater challenge than ever to meet the housing needs of its community, but with less money and fewer staff of its own
 - Haringey's population is growing, from 216,510 in 2001 to a projected 293,749 by 2026, with particular growth in working age and older residents
 - The ratio between house prices and earnings in Haringey has increased from 4.31 in 1997 to 11.15 in 2013. The higher the ratio, the more unaffordable it is for households to access home ownership.
 - Private renting has increased substantially in Haringey since 2001, but there is increasing concern about its quality and management and that as rents increase, even this is an unaffordable option for many people
130. Haringey's drive for new housing forms part of its overall ambitions for regeneration and growth, as set out in both the council's Corporate Plan for and its emerging Local Plan. In the coming years, the council's regeneration efforts will be targeted in its priority areas of Tottenham and Wood Green. The council's vision for regeneration includes new and improved housing alongside other measures including better local town centres; enterprise, employment and training; transport; health; education; community safety; and environmental improvements. The council will have a coordinating role across these areas.

131. The Council recently concluded a review of Housing operations which confirmed the decision to continue managing its existing housing stock through Homes for Haringey. Options for the redevelopment of individual estates are under development, and may involve potential transfer of elements of the estate. Following the Future of Housing Review, Cabinet agreed to note:
132. That a development vehicle is potentially the best solution to progress major estate renewal, maximise the potential for investment in the Council's housing stock, and the delivery of new social and affordable housing.
133. That the Council should aim to replace the same number of affordable habitable rooms and that the deal for tenants is broadly comparable under the vehicle.
134. That the regeneration of Northumberland Park is considered in the context of a potential development vehicle.
135. That given the high stock condition needs and repairs costs at Broadwater Farm, a solution is developed in conjunction with the residents in this context, and consultation with tenants should begin by December 2015.
136. That a regeneration scheme at Noel Park is developed, which builds on the high land values and retains the estate within Council control for the long term and is self-funding.

Housing Revenue Account (HRA) estate

137. The Chancellor's July 2015 Budget has impacted significantly on the aspirations of the Haringey HRA. The intention ahead of the July Budget was to deliver a number of projects, including stock investment, estate renewal and new build, both rental and sales options. However, in light of the new social rent reduction of 1% per year for 4 years, applicable to local authorities and housing associations, this is no longer realistic. This requirement not only impacts on the aspirations of the HRA it makes the HRA Business Plan unviable over the 30-year period if the Council were to seek to maintain and improve its stock in line with its preferred standard.
138. A housing investment and estate renewal strategy, including a financial plan, is planned to be submitted to Cabinet in March 2016 and will update the existing 2013 strategy. The new plans will align with the proposals for a HDV and other ongoing plans and reviews. This will include consideration of how the new build programme will be delivered. In addition Haringey will consider the principles to be applied to the application of HRA capital receipts and the General Fund (GF) contribution to HRA capital investment. The review will establish the relative priorities between the GF ambition gap and the HRA ambition gap and how this informs the 10-year capital investment commitment.
139. The Sheltered Housing stock review will be undertaken over the coming financial year, with a target completion in September 2016. The implications of this review will inform the Capital Strategy and other associated strategies and plans.

140. The Council's approach to stock investment has been to implement the Decent Homes Programme alongside a range of other investment to maintain and improve the stock to a standard above the minimum.
141. The February Cabinet approved a Stock investment capital programme for three years, of £55.2m in 2015/16; £49.853m in 2016/17 and £48.180m for 2017/8. The expenditure on the HRA stock consists in this year of £32.9m Decent Homes work, and the remainder on essential work, such as asbestos removal, mechanical and electrical works, and other works above the Decent Homes standard, such as aids and adaptations, and energy conservation.
142. There is also a sum allocated for the start of our new build programme, which is £28.3m in 2015/6.
143. Alongside this investment programme, the Council has recognized that there are some estates that need a level of investment that cannot be afforded within the existing capital programme resources, resources which are also being reduced by the impact of Government policy.
144. The second string of the approach to the investment in the stock therefore, has been to set aside certain estates, remove them from the Decent Homes programme, and look for additional imaginative approaches to the refurbishment and regeneration of the stock. This programme, called the Estate Renewal Programme, is currently in the planning stage. £8.4m has been set aside in 2015/6 for Love Lane, Capacity studies have been carried out on some estates and consultation with tenants has also begun.
145. Cabinet on 14th July 2015 approved the priorities for Decent Homes investment in 2016/17 and re-programmed some Decent Homes investment works.
146. In the light of the delays to the Decent Homes investment that some estates have suffered it is anticipated that solutions for these estates will be brought forward in a refreshed Estate Renewal Investment Strategy in March 2016. Noel Park is one of these estates, and an option appraisal has been undertaken to consider how a self funding solution can be developed using some earmarked resources, (£6m from the Decent Homes programme) and additional resources from the HRA with potential capital receipts to take forward the required investment need of £35m over the next five years.
147. The Council is currently reviewing the way forward for the New Build Programme. Given the changes in the financing of the HRA, the Council will need to investigate alternative funding solutions for the new build programme.
148. The overall resource position will be set out as part of the Council's HRA Business Plan in February 2016, and the investment strategy being submitted to Cabinet in March.

Enabling investment

149. The Council's enabling investment, via its customer, business improvement and workforce programmes is crucial in enabling the Council's wider investment ambition. This includes investment in the ICT infrastructure and partnering with front line services to deliver technology based transformation and improved customer services.
150. In line with our corporate plan we have established a Shared Service Centre and continue to invest in the technology that will increase the ability of internal and external customers to access help fast, to be able to use self service technology to obtain what they need as efficiently as possible, and to provide improved customer experiences across all of our range of services.
151. Our workforce transformation plans will also feed through to new information technology requirements and revised accommodation plans to further improve the economy and effectiveness of our work.

Governance and Working in Partnership

152. Each Priority Board is responsible for overseeing the investment programmes and outputs and outcomes for capital investment under its remit. Member oversight is exercised via each of the Priority Strategic Boards.
153. It is proposed that the existing methods of commissioning capital works across Departments/Business Units are centralised through one single point of entry. All programmes and works will be approved by the Capital Board in order to achieve a strategic overview of all capital works and related financial forecasting/spend.
154. Improved Partnership working – the Council recognises that partnership working is going to be crucial for the successful delivery of its major capital investment plans. Senior leadership need to build partnership influence and strategic cooperation. It is recognised that this has been an area of weakness in the past but the Council is now geared up to work in partnership to achieve its objectives against the identified corporate priorities.
155. Realistic view of our capacity to deliver – the Council will ensure that the pace of our ambition is matched realistically to our resource and financial capacity.
156. Performance analysis – the 10-year capital investment model will be used and developed on an ongoing basis to enhance the Budget performance analysis reported to Cabinet.