



Westpoint Apartments, Clarendon Road, N8



a council we are all proud of

HARINGEY SINGLE CONVERSATION

4th Draft Borough Investment Plan

March 2010

TABLE OF CONTENTS

Introduction		
1	EXECUTIVE SUMMARY	2
1.1	Haringey's importance	2
1.2	Key issues facing Haringey	2
1.3	Investment priorities	2
2	HARINGEY'S PLACE IN LONDON	3
2.1	Haringey the place	4
2.2	A place-making approach to transformation	7
3	A PLACE OF OPPORTUNITY & NEED	15
3.1	Population and demographics	15
3.2	Economy	15
3.3	Deprivation and unemployment	16
3.4	Housing	18
4	A ROBUST POLICY AND DELIVERY FRAMEWORK	22
4.1	A vision for Haringey's transformation	22
4.2	Enabling housing delivery	32
4.3	Tackling homelessness and expanding choice	34
4.4	Making the best use of the existing stock	36
4.5	Improving the existing stock	38
4.7	Estate renewal/regeneration	
4.7	Economic development and regeneration	40
4.8	Sustainability	43
5	INVESTMENT PROPOSITIONS: Strategic Projects	46
5.1	Haringey Heartlands	46

5.2	Tottenham Hale	49
5.3	Wider Tottenham Area	53
5.4	Significant Developments along the Borough Boundary	56
5.5	Central Leaside	56
5.6	Seven Sister Corridor Joining Up Growth	57
5.7	Other significant sites	58
5.8	East-west tailored package	59
5.9	Tottenham Hale Delivery – infrastructure tariff	60
5.10	Local Asset Backed Vehicle (LABV)	60
5.11	Decent Homes programme	61
5.12	Temporary Accommodation	62
5.13	Empty Homes	62
5.14	Enhancing Haringey's skills and capacity	62
5.15	Employment and training	Error! Bookmark not defined.
5.16	Hostels redevelopment	63
5.17	Redevelopment of the specialist accommodation stock	65
5.18	ShortLife	Error! Bookmark not defined.
5.19	Green Homes	Error! Bookmark not defined.
5.20	Lordship Recreation Ground	67
5.21	Heritage-led regeneration	68
5.22	Economic development	69
5.23	Estate regeneration	70

Appendices

- **Housing Supply Map**
- **Key to Housing Supply Sites 2009 – 2026**
- **Housing Supply Phasing 2009 – 2014**

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Introduction

Our aim is to create balanced neighbourhoods where people choose to live, which meet the housing aspirations of Haringey's residents and offer quality, affordability and sustainability for current and future generations. In realising this vision for housing, we aim to have a positive impact on related areas which are priorities for Haringey, including the health, well-being and achievement of residents, particularly our children and young people, and the sustainability of the borough.

To do this we must increase the amount of housing in the borough, ensuring that a significant proportion of new homes are affordable to residents, and that they meet high standards of design. We will make sure that design minimises the impact of new housing on natural resources. We must ensure that we make the best use of existing stock, and that all housing in the borough is well-managed and energy efficient. We must make homes a part of neighbourhoods that people want to live in, a part of sustainable, mixed communities. Finally, we must provide support and advice that give residents independence and choices, with continuing opportunities to exercise these as they move through their lives and their needs change.

When people are proud to live Haringey and take pride in their neighbourhood, we take pride in knowing job was well done!

Haringey Housing Strategy 2009-2019



1 EXECUTIVE SUMMARY

1.1 Haringey's importance

1.2 Key issues facing Haringey

1.2.1 *East – west divide*

1.2.2 *Need for regeneration*

1.2.3 *Place making vision*

1.3 Investment priorities

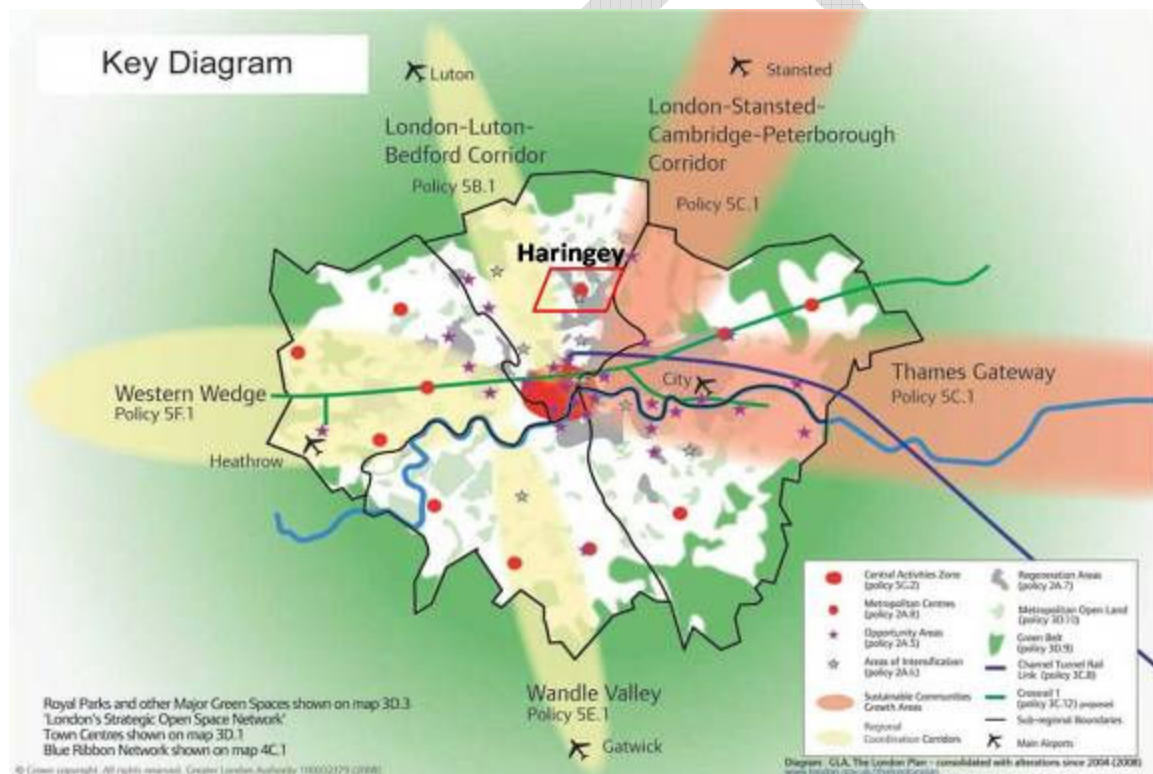
1.3.1 *Haringey Heartlands*

1.3.2 *Tottenham Hale*

A PLACE OF STRATEGIC SIGNIFICANCE

2 HARINGEY'S PLACE IN LONDON

Haringey is at the heart of the North London sub region, strategically located between the London-Luton-Bedford and London-Stansted-Cambridge-Peterborough growth areas with strong transport links to the City, West End and airports. The eastern side of the borough is bounded by the Lee Valley, linking Haringey to the Olympic regeneration area around Stratford to the south, and the strategic employment and growth areas of the Upper Lee to the north.

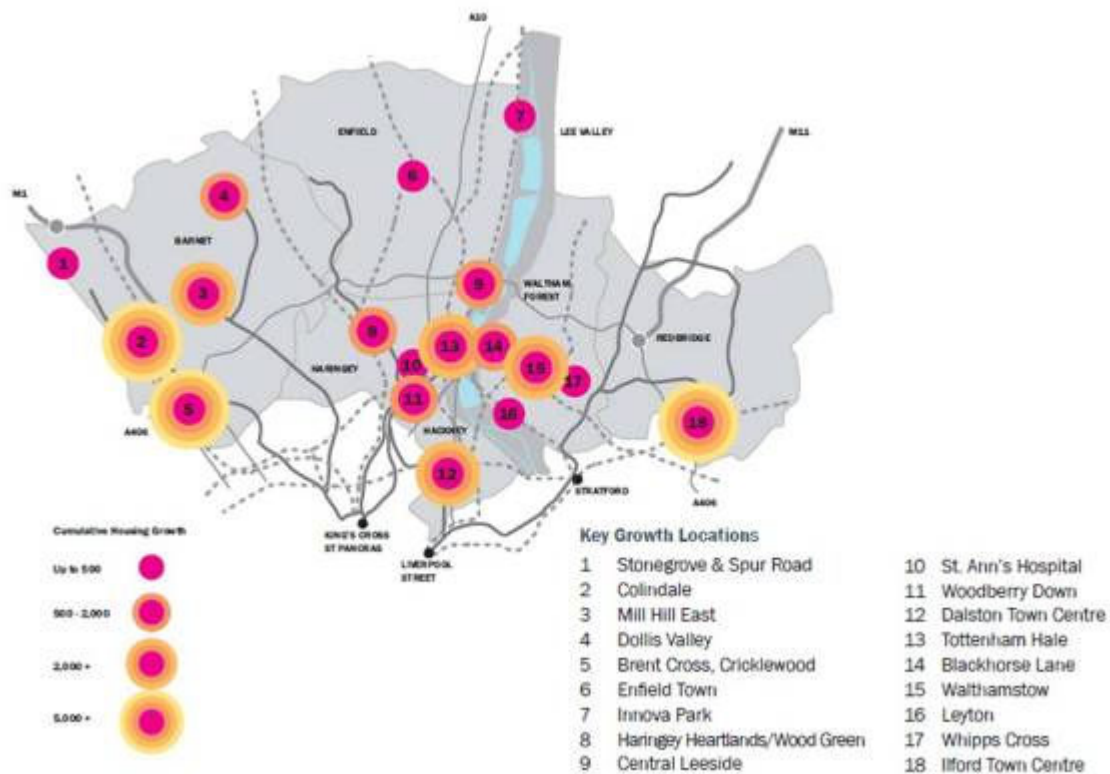


London Plan Key Diagram 2008

The North London sub region is planned to deliver 66,500 new homes by 2016/17, over 22% of the capital's housing growth, as identified in the revised London Plan of 2008. Securing the investment and infrastructure Haringey needs will be essential to achieving these targets – both because of the borough's position at the centre of the sub region and because many of the key growth points are located in Haringey.

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Key Growth Locations and Transport Investments



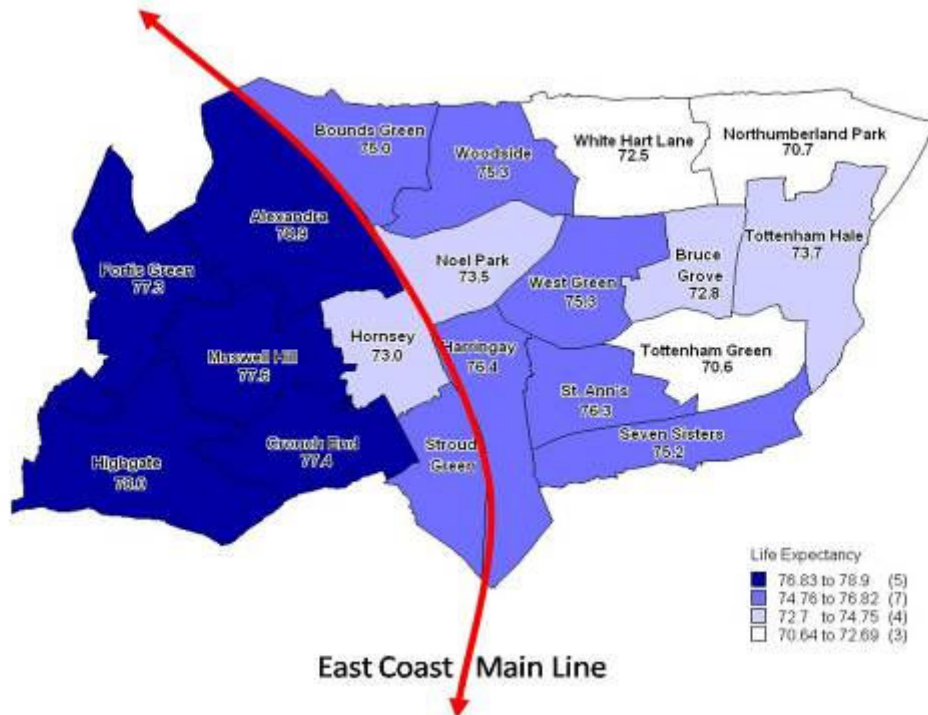
Housing Growth and Transport Investments in North London to 2017

2.1 Haringey the place

Haringey's urban fabric is marked by the history of its development from a series of rural settlements to the complex inner city of today. The pattern of older village centres and open spaces is still visible, and shapes the context in which new development sits. The borough stretches from the prosperous neighbourhood of Highgate in the west to Tottenham in the east, and including Wood Green, Haringey contains six main town centres. Wood Green is classified as a Metropolitan Centre under the 2008 London Plan – one of only eleven in London. Tottenham High Road, Crouch End, Green Lanes, Muswell Hill and West Green Road are classified as District Centres.

The integration of the major development projects around the areas of growth and opportunity in Haringey and north London with the existing network of town centres will be critical to the success of Haringey's place-making vision for development and housing growth. Adequate provision of green space, transport and social infrastructure will be essential to achieving sustainable growth.

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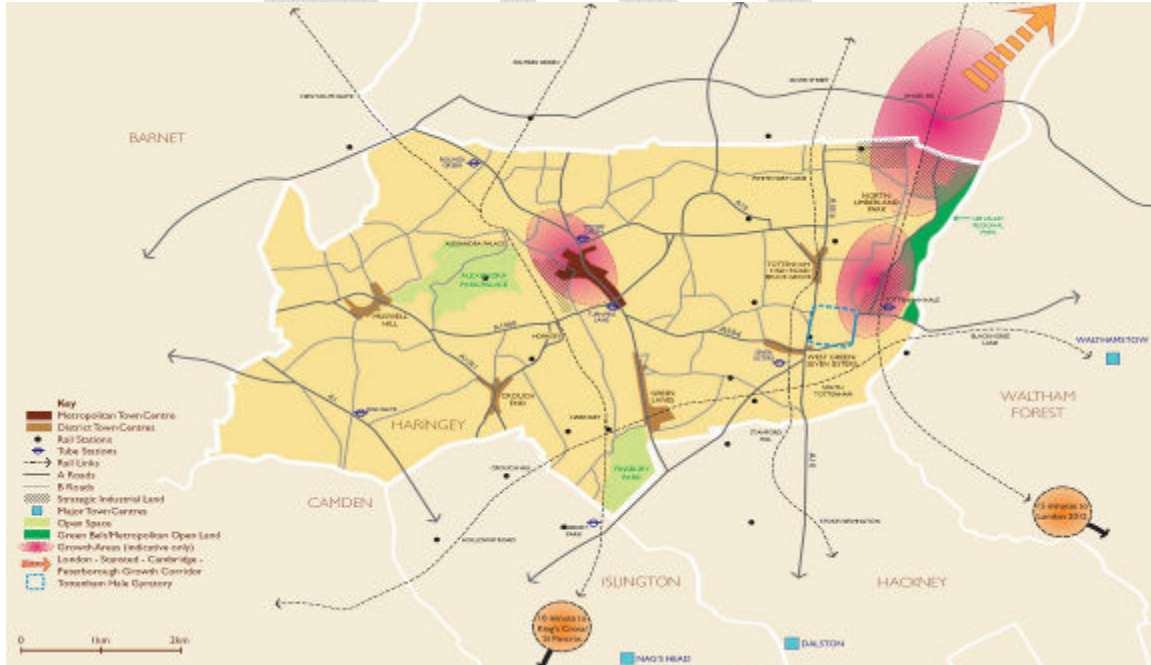
Male Life Expectancy in Haringey Wards, 2006

A network of parks, open space, wildlife sites and Green Belt is one of Haringey's strengths. 27% of the land area of Haringey is green spaces and areas of water. Eight parks were managed to Green Flag Award standard in 2007/08. The borough has numerous natural and historical assets. It includes part of the Lee Valley Regional Park, which is Green Belt, areas of Metropolitan Open Land, including Alexandra Park and Ecologically Valuable Sites of Metropolitan Importance. The borough contains 28 conservation areas and over 350 listed buildings.

2.2 A place-making approach to transformation

Haringey Council's approach to improving the physical, social, environmental and economic performance of the borough is rooted in a commitment to the principles of place-making: integrating investment, service provision and policy making under a clear concept of the needs of individual places, and a strong vision of how these interact to shape the overall experience of Haringey. Haringey is a network of distinct places, and the Council's approach to investment seeks to recognise and reinforce their distinctive characters, while reducing the disparity in outcomes between them.

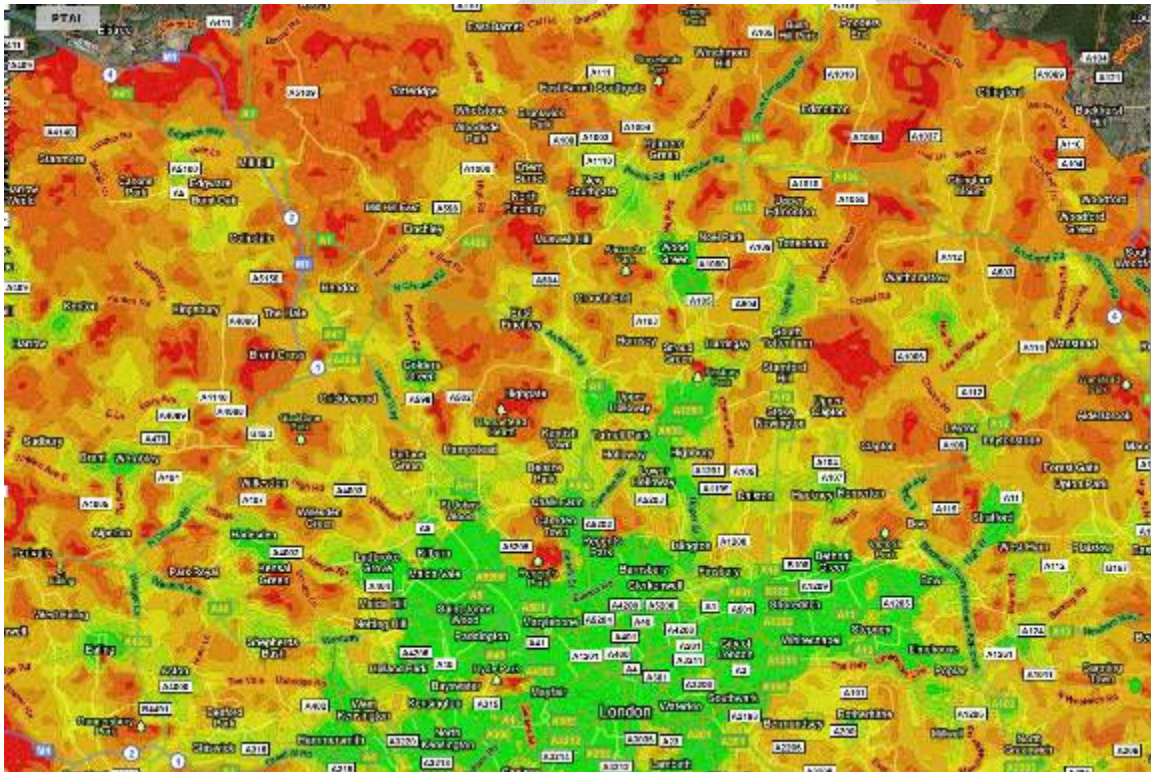
The key spatial driver of this vision is the socio-economic polarisation between east and west. The main strategic objectives of Haringey's plans for transformation are consequently the need to overcome physical severance between east and west by strengthening the heart of the borough between Alexandra Palace, Wood Green and Hornsey, and the need to comprehensively regenerate Tottenham and the surrounding areas. This place-making approach means that Haringey's transformation will be driven largely by delivery of its major strategic projects around Tottenham in the east, Haringey Heartlands in the centre, and Central Leaside in the north east of the borough.



LDF key diagram

2.2.1 Haringey Heartlands and Wood Green

The cluster of potential development sites on the utilities lands on either side of the East Cost Main Line south of Wood Green afford a unique opportunity to overcome severance and reintegrate this area at the centre of Haringey, as well as the potential to provide over 2,900 homes and thousands of jobs in its own right (see section 7.1). The Heartlands benefit from close proximity to public transport, such that, unusually for an outer London location, Wood Green and Turnpike Lane both have the highest possible Passenger Transport Accessibility Levels.



PTAL scores in north London

The Haringey Heartlands Development Framework sets out the vision for high density, mixed use development. This includes a cultural and enterprise cluster generating significant new investment and employment in a deprived area, building on and complimenting the success of the emerging Cultural Quarter centred on the Chocolate Factory. This is already north London's

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largest creative enterprise centre, with more than 80 artists' studios and small business unit – and Haringey/Wood Green was identified as one of ten Creative Hubs under the LDA's Creative London programme.

The Haringey Heartlands Development Framework dovetails with the Wood Green Town Centre Spatial Plan of 2006 and SPD of 2008, which aim to improve the quality of the urban environment and the retail offer in the town centre. Looking forward, providing stronger linkages between Alexandra Palace and the thriving town centres at Wood Green and Hornsey would have benefits for all three places, creating economic opportunities for the Palace while improving public access to the metropolitan open space of Alexandra Park.



Potential linkages through Haringey Heartlands

Alexandra Palace and Park are important iconic landmarks for Haringey, and will play a prominent role in the future regeneration of the Haringey Heartlands and Wood Green area of the Borough in promoting cultural, leisure and recreational activities and as a tourist destination. While there is limited opportunity for new development within the Park because of heritage listing, the Palace has considerable opportunity to promote cultural and creative industries and to create cultural and leisure experience within the building. The built fabric of the Palace, both internal and external requires considerable investment to ensure that its heritage and historic values are preserved whilst ensuring that future economic viability is also restored. The development of the cultural and leisure activities in the Palace and the Park and as a tourist destination has the potential to create many jobs which the Council hopes to realise.

2.2.2

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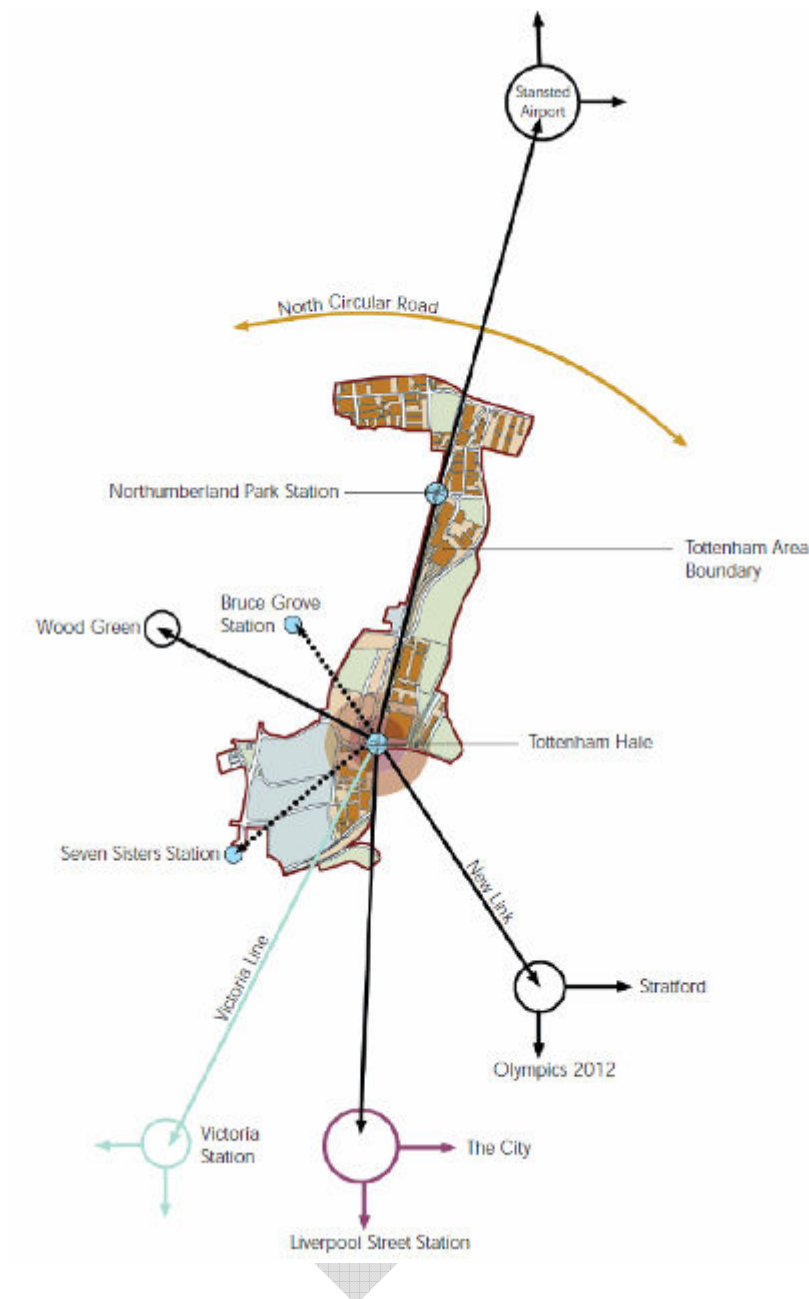
2.2.3 Regenerating Tottenham

Tottenham is one of the most deprived areas in the country and is in need of significant regeneration investment to arrest the cycle of decline and improve the existing urban fabric, specifically Tottenham High Road. There are a series of major, high profile development sites on the High Road that will spearhead development and catalyse wider regeneration – including Wards Corner, the Tottenham Green Cultural Quarter and the Tottenham Hotspur stadium redevelopment (see section 7.3). But even these major schemes are dwarfed by the scale of the opportunities at Tottenham Hale, one of the most significant residential development and regeneration sites in London. The series of major sites around the Hale are planned to deliver up to 4,000 homes, capitalising on the strategic location and excellent transport links of Tottenham Hale station to create a brand new urban centre, supported by substantial infrastructure investment (see section 7.2).

Haringey launched a new Regeneration Strategy in 2008 that focuses on **putting People, Places and Prosperity at the heart of regeneration**. This will have a strong encouraging impact on all major developments in the borough.

The Regenerations Strategy has three key priorities:

- To unlock the potential of Haringey residents **through increasing skill levels and increasing employment** in the borough to ensure contribution from all and benefits 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.

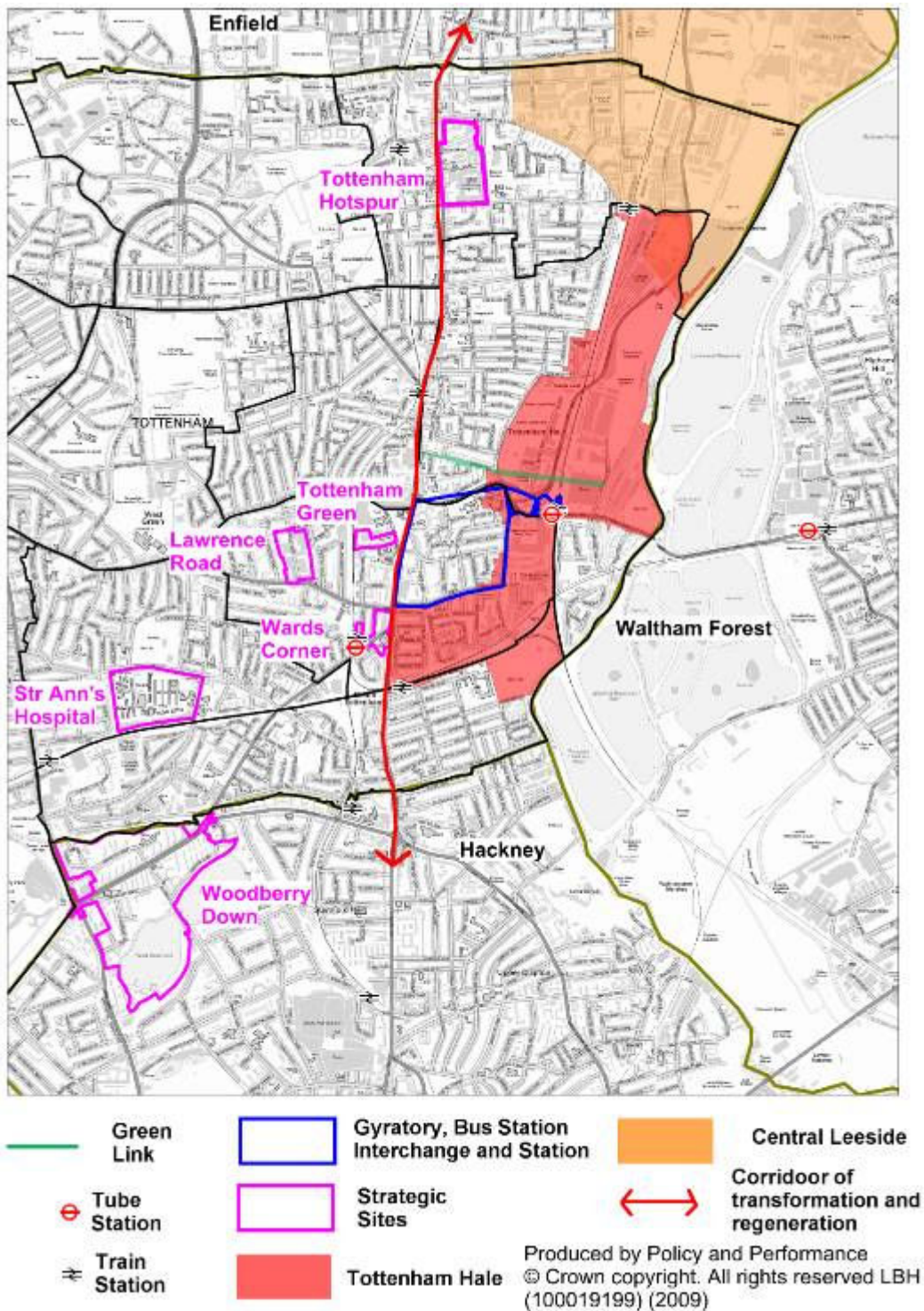


Haringey Major Growth and Transport Links

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Strategic Location of Tottenham

The key place making challenge in Tottenham is to ensure that all of these projects are integrated into a clear spatial vision and delivery plan for the whole area, such that each element effectively supports the others and contributes to the creation of a network of vibrant, sustainable urban places. The emerging cultural and leisure quarter around Tottenham Green, the renewed retail offer at Wards Corner, and the proposed new stadium and sports hub at Tottenham Hotspur Football Club further up the High Road, will be central to transforming the attractiveness of Tottenham – which in turn will help ensure the success and financial viability of the major housing developments around the Hale. Connecting into the High Street and the new urban centre at Tottenham Hale, the Central Leaside area will continue to host strategically important employment land uses, and will accommodate significant new housing and a new cluster of green industries.



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Major Housing Development Sites in Wider Tottenham & Seven Sisters Areas

Regenerating Tottenham: strategic development sites and infrastructure projects

While Tottenham is already well served with public transport, the current layout of the area does not present itself well to visitors. The area's links to the waterways and green spaces of the Lee Valley are under exploited, and the gyratory road pattern serves to isolate places and undermine perceptions of the area. Key to turning the area around and the success of new developments will be the extent to which the road network, public realm and green spaces can be properly integrated with residential and commercial land uses.

The scale of the challenges in Tottenham is enormous – but if the necessary investment can be secured to support critical improvements, the long term prospects for successful place making and positive returns on investment are strong.

3 A PLACE OF OPPORTUNITY & NEED

3.1 Population and demographics

Haringey is home to over 228,000 people living in an area of 30 square kilometres. By 2026, it is anticipated that the population will have increased to over 260,000, an increase of over 15%.¹

This population is relatively transient and marked by high levels of migrant arrival: at the time of the 2001 Census, there were 36,000 migrants in the borough, the 9th highest proportion in London. Nearly 50% of the population (and three quarters of young people) are from black and minority ethnic groups, the 6th highest proportion in London. Over 190 languages are spoken in the borough; with almost half of all pupils in Haringey schools speak English as an additional language.

Haringey has a young population with a high birth rate, and its population is relatively young in comparison to London and Great Britain as a whole. Haringey will experience particularly high growth in school numbers up to 2021. In many parts of the borough the percentage of surplus school reception places is already less than 5%. Nevertheless, the most common household type is two or more adults with no children. Over 7% of households are lone parent households.

In 2008, it was estimated there were 20,800 people aged 65+, making up approximately 9.2% of the total population.² This proportion has declined slightly, from 9.6% in 2001, a pattern consistent with London as a whole, in which the population of which has declined over the same period from 12.3% to 11.7.

3.2 Economy

In 2006 approximately 61,000 jobs existed in Haringey (excluding self-employment). This represents an increase of 13.4% since 1996. This is comparable to growth in Great Britain overall (13.8%) and slightly lower than the overall growth rate for London (14.1%). 10.9% of Haringey's residents work within the borough, 36.3% work elsewhere in London and 2% work elsewhere in the south east.

By 2016 it is estimated that approximately 350,000 new London jobs will have been created within one hour's commuting time of Haringey. These include the new job opportunities being

¹ LDF Core Strategy 2011-2026

² 2006 Mid-Year Population Estimates, Projecting Older People Population Information (POPPI)

created at Stratford City and the Olympic Park, accessible by rail in 15 minutes from Tottenham Hale.

Haringey's economy is dominated by small businesses - 90% of businesses employ 10 or less people. The major sectors of employment in Haringey are public administration, education and health (28%) and distribution, hotels and restaurants (including retail) (26%). Manufacturing and construction account for 12% of all employment.³ Between 1996 and 2006 employment in other services and, to a lesser extent banking, finance and insurance grew significantly. The annual average growth rate for other services employment was over two and a half times that for the sector in London. While banking, finance and insurance - which has been growing in London and the wider economy - represents 18% of employment in the borough, this sector remains poorly represented in Haringey, particularly compared to London. Manufacturing activities are continuing to decline in the borough at a faster rate than in London or Great Britain.⁴

3.3 Deprivation and unemployment

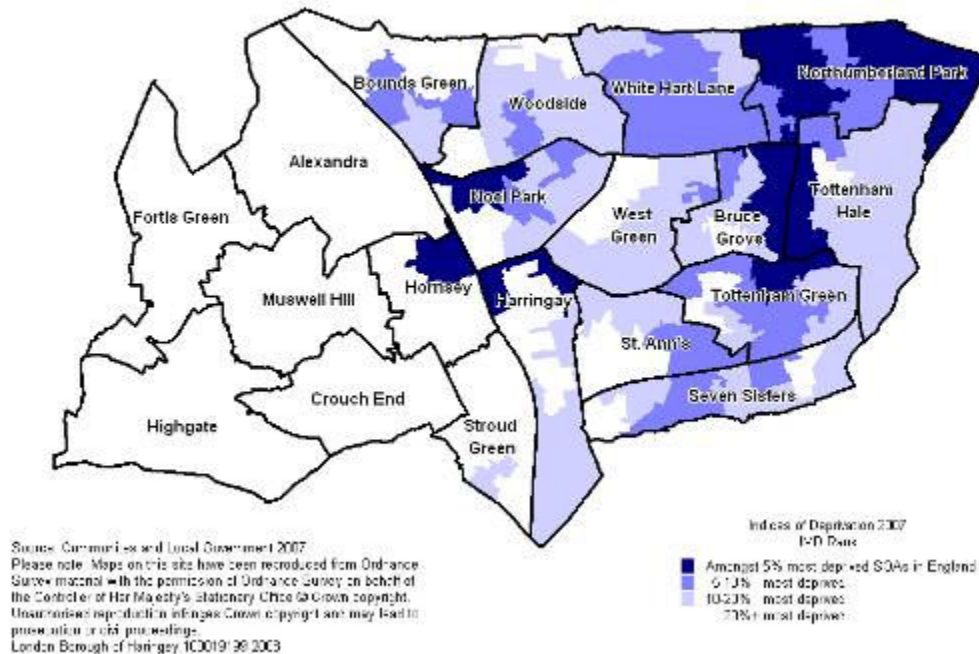
Historically, Haringey has been considered an outer London borough, but large parts of the borough have the social and economic characteristics of an inner London borough. Haringey is both socially and economically polarised, with high levels of deprivation in eastern parts of the borough and relative affluence in the west.

Based on the Office for National Statistics (composite) Index of Multiple Deprivation Score 2007, Haringey is the 6th most deprived local authority among the 33 London boroughs and the 18th most deprived in England & Wales out of a total of 354 local authorities. Nearly 65,000 people (almost 30% of Haringey's residents), live in the 43 Super Output Areas in the borough that are amongst the 10% most deprived in England. In March 2008, 33.9% of Haringey primary school pupils and 36.6% of secondary pupils were eligible for free school meals.

³ Core Strategy 2011-2026

⁴ 2009 Haringey Employment Study - Update

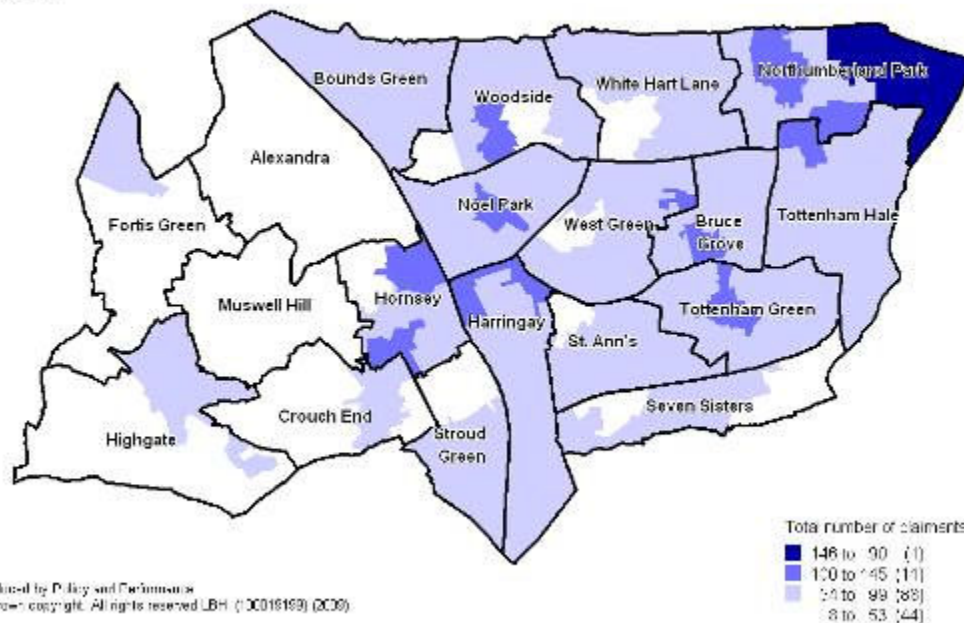
**Indices of Deprivation 2007
Rank of IMD
Haringey SOAs**



In August 2009, 6.2% of Haringey's residents were claiming Job Seekers Allowance, which was higher than the London (4.4%) and national (4.2%) claim rates. Overall Haringey appears to be experiencing a faster decline than elsewhere in employment in declining sectors, and its employment structure appears to be increasingly oriented towards the growth sectors, with the notable exception of banking and finance. This implies that the restructuring of Haringey's economy is still ongoing.

Haringey has experienced fluctuations in economic activity rates since 1996 which do not follow the pattern for London as a whole. Economic activity rates have remained consistently below and unemployment rates have remained consistently above those for London since 1996, though the gap has narrowed since the 1990s. Over 50% of unemployed Haringey residents have not worked for over two years or have never worked. Median weekly wages in Haringey in 1996, 2002 and 2007 were significantly lower than the Greater London median.

Total number of JSA claimants
Haringey Super Output Areas
July 2009



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3.4 Housing

Demographic pressures, deprivation and 26% of residents consider affordable decent homes to be the most important thing in making somewhere a good place to live, and 17% think that it is the thing that most needs improving in the local area.

3.4.1 Stock

Currently just under half of Haringey's households are owner-occupiers, with around 30% living in the social rented sector (18% Council stock, 11% Housing Association) and 22% in private rented accommodation - a relatively high percentage of households against 14% in London and 9% nationally. 59.7% of households live in one or two bedroom homes, whilst just 14.0% live in accommodation with four or more bedrooms.

Owner occupation is greater in the west of the borough, with concentrations of social rented housing in the east of the borough, reflecting the wider social and economic polarisation.

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Households living in owner-occupation are particularly likely to live in a home with at least three bedrooms, whilst households in rented accommodation are more likely to reside in a one bedroom dwelling.

3.4.2 *Market and affordability*

While house prices have fallen recently the long-term trend is for prices to increase. There is a high demand for housing across all tenures which shows through in house prices rises of 94.9% between 2002 and 2007. The average home in Haringey cost approximately £353,800 in summer 2008. These rises were similar to increases seen in Greater London as a whole, and when compared with neighbouring Local Authority areas Haringey shows an average price in the middle of the range.

Survey results for household incomes in Haringey estimate the average gross income level to be £33,301 per annum, making average house prices more than ten times average earnings. Turnover of households in the borough is not particularly high compared to inner London, but there are a number of factors driving existing residents to look for new homes – and only half of those desiring a move expect to move within the borough, with Enfield and elsewhere in the south east (outside London) the most likely destinations. This reflects both affordability pressures and the perception that Haringey lacks the housing options to meet people's aspirations - 52.3% of households planning to move outside the borough in the next 2 years expect to buy their own home.

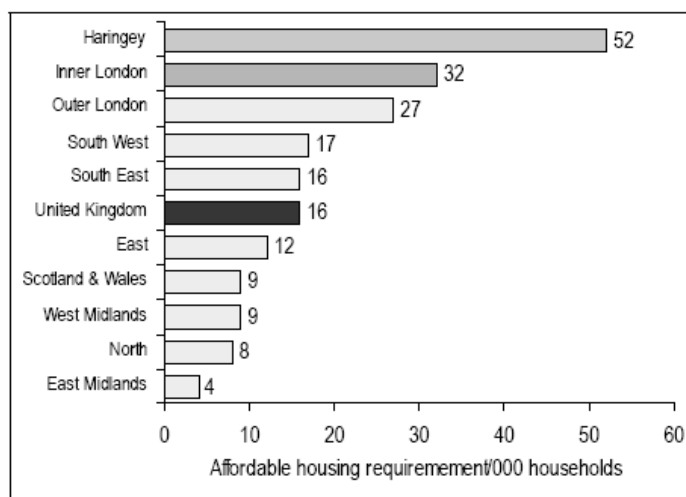
3.4.3 *Policy Challenges*

The Housing Strategy 2009-19 outlines the main housing issues that affect the borough:

- High cost of market housing
- A high level of housing need
- A shortage of settled affordable housing
- An high level of homelessness and temporary accommodation
- Some areas characterised by poor housing conditions – in public, owner-occupation and private rented sectors
- Problems associated with multiple deprivation in some parts of the borough
- A shortage of affordable family sized housing

Haringey has a high level of housing need and faces considerable housing policy challenges, including:

- In 2005 there were almost 20,000 households on the housing register;
- In 2007/8, 1,488 households joined the housing register, while only 868 households secured a permanent social rented home.
- An estimated 20.9% of households are living in unsuitable housing, with the main reason being overcrowding - 15% of social housing tenants are overcrowded.
- In November 2009 there were 3,920 households living in temporary accommodation in Haringey, (this figure also includes emergency accommodation). The target is to reduce this to 2,603 households by the end of March 2010
- Haringey's 2007 Housing Needs Assessment estimated a requirement for an additional 4,865 affordable dwellings per annum for the next five years - above the inner London average.



- Housing demands identify acute need for family homes (3+ bedrooms) and housing for larger families who have specific cultural and social requirements.
- Housing need particularly affects BME households, with 40% of Black African and Asian households living in unsuitable accommodation.
- A survey of council stock concluded that at March 2008, 42% of Council stock did not meet Decent Homes standards.
- Domestic properties contribute 50% of all CO2 emissions in Haringey.
- Haringey is seeing increased demand for supported housing provision that meets the needs of people with dementia, learning disabilities, autism and aspersers, mental health

needs and/ or generally chaotic lifestyles, physical disabilities and people with substance misuse problems.

Meeting these needs and challenges is a key priority for Haringey: improving the quality and quantum of housing available in all tenures, especially affordable housing, is central to the transformation of the borough's neighbourhoods.

3.4.4 Housing and Deprivation

Housing investment is critical to tackling Haringey's problems of deprivation, and in particular concentrations of deprivation in certain areas of the borough. Housing tenure patterns closely mirror the wider social and economic polarisation.

Haringey has a smaller proportion of home ownership in comparison to other London boroughs, with higher levels in the west of the borough. Conversely, households renting housing from the Council or housing associations are concentrated in the east. The high volume of temporary housing in the poorer parts of the borough has contributed to population transience and concentrations of vulnerable people. This has a negative impact upon other services such as education, health and social services in these areas.

House prices within Haringey vary significantly, with prices in Tottenham about a third lower than the borough average and in Muswell Hill over a quarter higher than the average. The highest average incomes are found in Highgate, Muswell Hill, Fortis Green and Alexandra, all at above £50,000 per annum. The lowest average incomes are found in Northumberland Park, Tottenham Green, White Hart Lane or Tottenham Hale, all at under £20,000 per annum.

4 A ROBUST POLICY AND DELIVERY FRAMEWORK

4.1 A vision for Haringey's transformation

4.1.1 Sustainable Community Strategy

The 2007-2016 Haringey Community Strategy's core vision for the borough is that it should be *"a place for diverse communities that people are proud to belong to."* A key strand of this strategy is the drive for 'more and improved housing', and a commitment to invest to increase the supply of affordable housing, to reduce overcrowding and to improve the housing stock. This sits alongside an emphasis on tackling poverty and disadvantage, protecting those on the lowest incomes and those who are the most vulnerable, and extending opportunities for lifelong learning, work, training and education.

4.1.2 Local Development Framework

Haringey's emerging Core Strategy (The New Plan for Haringey) 2011-2026 will replace Haringey's Unitary Development Plan (UDP) 2006, and will provide the spatial framework for the development of new housing and the wider transformation of the borough. A revised Local Development Scheme 2009 has been prepared for submission to the Government Office for London and sets a revised timetable for all Development Plan Documents. Consultation on the **Core Strategy Preferred Options** paper ended in June 2009. The Core Strategy is the spatial planning expression of the Sustainable Communities Strategy. Its vision is:

'To ensure Haringey is a place for diverse communities that people are proud to belong to in the coming years, all agencies will work together to enable people to be at the heart of change and to improve their quality of life in an environmentally, economically and socially sustainable way.'

Specifically, the Core Strategy places housing development at the centre of the Council's plans for Haringey's transformation. Its goal is *"managing development with people at the heart of change by delivering new homes and new jobs, in locations supported by employment and social infrastructure."*

4.1.3 Housing strategy

The Council's overarching vision for housing is enshrined in the Haringey Housing Strategy 2009-19: *To create neighbourhoods that people choose to live in with a balance of different types of homes which offer quality, affordability and sustainability for current and future generations*

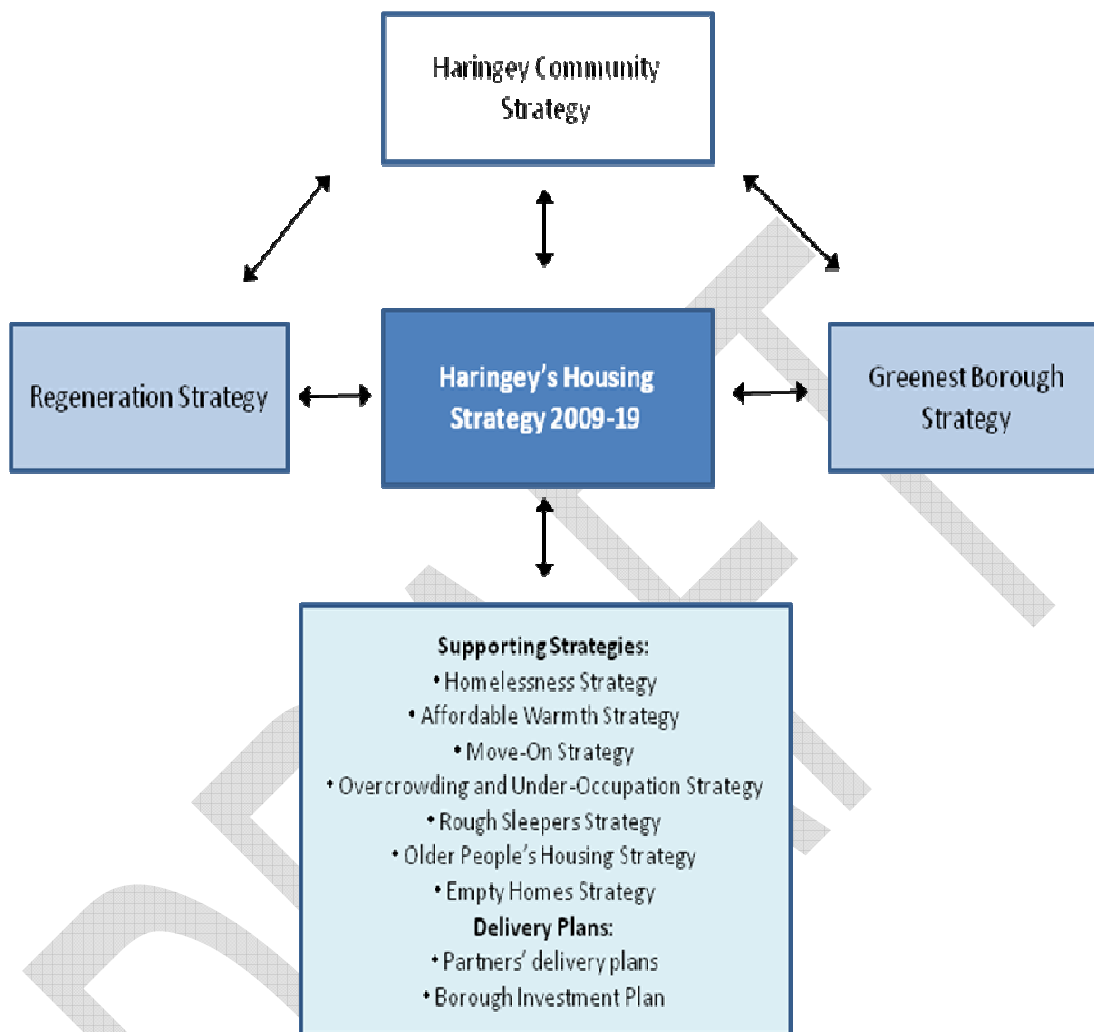
In seeking to achieve this aim, the Housing Strategy sets out five main priorities:

- **To meet housing need through mixed communities which provide opportunities for residents** (the right balance of homes, housing supply and making the most of existing housing, strengthening links between housing and other services);
- **To ensure housing in the borough is well managed, of high quality, and sustainable** (improving standards of decency, design, and energy efficiency)
- **To provide people with the support and advice they need** (enabling residents to make the most of housing opportunities in the borough through early intervention, advice and support which is accessible, of high quality, and responsive to individual needs); and
- **To make all homes in the borough a part of neighbourhoods of choice** (creating well-designed, attractive, clean and safe public spaces where there is a real sense of belonging and pride);
- **To contribute to creating the Greenest Borough** (encouraging developers, landlords and home owners to adopt the highest possible standards in energy efficiency, sustainable design and construction).

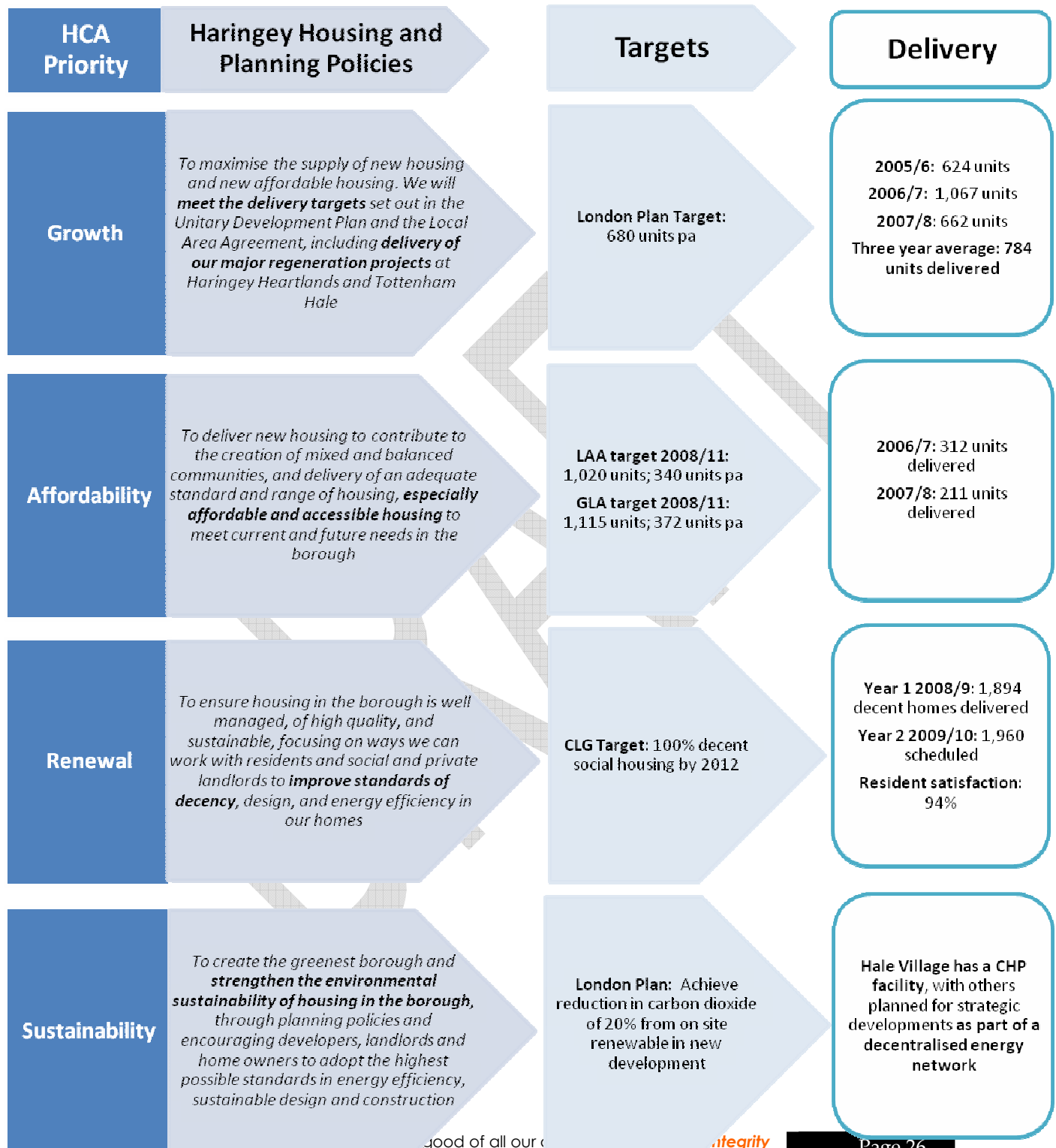
Haringey's housing strategy will also contribute to delivery of a number of other key strategies, including the Greenest Borough Strategy and Regeneration Strategy. Beneath it will sit a series of more specific strategies and policies aimed at tackling the housing challenges facing the borough:

- Homelessness Strategy – adopted 2008
- Affordable Warmth Strategy – adopted 2009
- Move-On Strategy – to be completed 2010
- Overcrowding and Under-Occupation Strategy – to be completed 2010
- Rough Sleepers Strategy – to be completed 2010
- Older People's Housing Strategy – to be completed 2011
- Private Sector Housing Strategy – to be completed 2011

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Relationships between the housing strategy and other strategic plan



4.1.4 *Housing provision targets*

Maximising the supply and availability of housing, particularly affordable housing, is a key priority in both Haringey's community strategy and housing strategy. On the basis of the borough's housing capacity, the London Plan sets a target of 680 additional homes per year.

Over the last three years Haringey exceeded this target and delivered 784 net additional homes on average each year from 2005/6 to 2007/8. The housing trajectory produced for the annual monitoring report 2007/8 shows that Haringey expects supply to exceed this target every year from 2007/8 to 2016/17, although the difficulties presented by the recession threaten to undermine this delivery.

Haringey and the Mayor of London have agreed a borough target of 1,115 affordable dwellings (372 per annum) to be provided over a 3 year period (2008-11). This exceeds the existing LAA target of 1,020, and reflects Haringey's commitment to working with the Mayor to meet the housing needs of both the borough and the capital as a whole.

In line with the London Plan, Haringey applies an affordable housing target for 50% on all residential developments with a capacity for 10 or more homes, and its planning policy a split of 70% social rented housing and 30% intermediate housing to reflect the level of need in the borough. The Council works in partnership with housing associations and developers to secure section 106 opportunities and in 2007/8 211 units of additional affordable housing were completed, down from 312 units in 2006/7, reflecting the impact of the recession.

4.1.5 *Affordable housing*

London Housing Strategy:

Providing more homes *The 50 per cent affordable housing target will be abolished. Individual borough-based housing investment targets will be agreed, with the aim of delivering 50,000 affordable homes between 2008 and 2011.*

Providing a better mix of homes *More family sized homes, particularly affordable homes, will be provided, with 42 per cent of social rented and, by 2011, 16 per cent of intermediate homes having three bedrooms or more. More homes will be provided to meet the access, space and adaptability needs of disabled and older people.*

Creating mixed communities *New housing developments will contain a mix of market, intermediate and social rented homes. Greater social mix will be promoted in neighbourhoods dominated by a single tenure.*

Haringey's 2008 Supplementary Planning Document seeks to maximise the provision of affordable housing by requiring all development capable of providing 10 units or more

residential units to provide affordable housing to meet an overall borough target of 50%. In most cases, the proportion of affordable housing will be calculated by number of habitable rooms rather than units.

As a starting point for negotiation, the Council will seek to achieve a borough wide target that 70% of affordable housing provision should be social rented and 30% intermediate housing, in line with the London Plan. The precise mix on individual sites will be set out in planning briefs which will have regard to issues such as the existing proportion of social rented housing in the ward, the suitability of the site and location for family housing and individual site costs and viabilities.

Haringey's policy requires that affordable housing should be 'tenure-blind', fully integrated with market housing, and evenly 'pepper-potted' across the site or in the case of flats, in small clusters within a block. Affordable homes must meet the Code for Sustainable Homes level 3 as a minimum, and must meet or exceed the Homes and Communities Agency's (HCA) Design and Quality Standards

4.1.6 *The right mix of homes*

Haringey shares the Mayor's vision of mixed communities and uses its planning powers to break up concentrations of housing tenures to achieve a balanced and sustainable tenure mix across its neighbourhoods. Haringey's planning policies seek a mix of unit sizes in all developments of self-contained housing – including market and affordable housing. All new development will be built to Lifetime Homes standard, with 10% of all new housing wheelchair accessible.

The key barrier to delivering mixed communities in Haringey is the polarisation between the east and west ends of the borough, which is compounded by the scarcity of sites and the high cost of procuring affordable housing in the west, and the high capacity and relatively low cost of development sites in the east. The Council wishes to develop policies and funding packages that will enable a higher degree of affordable housing to be provided in the west – and is keen to discuss these options with the HCA. A borough-wide value for money assessment of all HCA grant applications would help ensure that the higher costs of delivering affordable housing in the west were considered alongside the lower costs and greater unit numbers available in the east.

In recognition of the different patterns of need for private and affordable housing, Haringey's planning policies require different balances of smaller and family sized homes according to the tenure. The recommended size mixes are:

Size of home	Affordable housing size mix	Private housing size mix
1 bed	19%	37%
2 bed	26%	30%
3 bed	27%	22%
4 bed plus	28%	11%

4.1.7 High quality design

Design and environmental considerations are fundamental to Haringey's approach to place shaping. The Council and key partners have a 3 stage approach to securing design and environmental excellence. The first stage includes a high level statement that sets out broad design and sustainability standards. The second stage applies these standards to the individual characteristics of each growth area and is articulated through the relevant Supplementary Planning Document. The third stage utilises a partnership approach with developers and their architects that draws together the input of the Commission for Architecture and the Built Environment (CABE), Design for London and local interest in preparing individual schemes. On larger sites this is supported by the use of design codes that are intended to ensure consistency and adherence to wider principles as individual building and spaces are brought forward. The Council's policy is that CABE's Building for Life criteria should be used to evaluate the quality of new housing developments across the borough.

The Hale Village scheme represents a design led approach to regeneration and is based on a CABE Exemplar project, Hammarby, Sjostad in Stockholm, a high density residential and mixed use development built on contaminated brownfield land in the centre of Stockholm. Haringey has worked jointly with the Lee Valley Estates on the production of the Hale Village Design Code, which will help deliver the vision expressed in the Tottenham Hale Urban Centre Masterplan. The design code seeks to establish a level of quality that both the developer and local authority agree upon and which forms part of the section 106 agreement for the development. The identification of character areas is a key component of the Hale Village Design Code and an approach that Haringey will seek to replicate in its other strategic development areas.

4.1.8 *Specialist housing provision*

Older people

The quality and appropriateness of older people's housing and associated services is a key determinant of their overall quality of life. Haringey is committed to updating and improving the quality of both residential and floating support services to better meet the changing needs of older people.

The Haringey Strategic Partnership's strategy for improving the quality of life for older people includes 'having a safe, comfortable and well-maintained home' as one of the ten priority outcomes, and provides a detailed evidence base for planning future investment in this area. There are currently almost 1,700 sheltered housing places in Haringey provided by the Council and housing associations.⁵ In response to changing needs profiles and in line with government policy, Haringey plans to reduce the number of sheltered housing places and increase the amount of extra care provided, as this enables older people to lead more independent lives in the community.⁶

Haringey has an identified need to develop over 300 additional units of extra care supported housing. To meet this need, two new schemes providing 80 additional units already have planning permission and will be delivered during 2010-11. Haringey's Adult Services, Housing Services and Asset Management teams are working in close collaboration to secure delivery of the remaining units needed, including plans for four additional extra care schemes, with an emphasis on development in the east of the borough to balance the existing provision in the west. Options appraisals are currently being carried out on four council owned sheltered housing schemes and some of these may provide viable sites for extra care and development. **See section 6.10 for more detail.**

Vulnerable people

Haringey is experiencing growing need for housing related support services for people with varied needs. For instance, 22 young adults with learning disabilities and a further 8 each year who have ASD leave Children and Education services each year. This is in addition to the 198 adults with learning disabilities who are currently accommodated in residential care

⁵ Older People's Needs Assessment, August 2009

⁶ Assessment of Older People's Needs in Haringey, August 2009

In line with the direction of government policy, Haringey is reviewing all of its day centres and residential care services for adults with mental health issues, learning disabilities and physical disabilities. The outcome of this process will be to redevelop, remodel or decommission a series of properties, to provide appropriate and modern facilities and free up sites for development. See section 6.10 for more detail.

Young people

Haringey recognises the need to provide specialist accommodation for vulnerable young people, to prevent them slipping into homelessness and other social problems. The Council is actively seeking new and improved ways of meeting these needs and reducing dependence on temporary accommodation. **See section 6.8 for more detail.**

4.2 Enabling housing delivery

4.2.1 Partnership working

Homes for Haringey ALMO were set up to manage Haringey's 21,000 council housing from April 2006. The ALMO achieved its 2 star status in May 2007 and in January 2008 the government awarded £198.5m to Haringey's Decent Homes programme. The June 2009 ALMO Performance Report showed Homes for Haringey on target to reach its current February/March 2010 position of 30% non decency rate, and most performance indicators were showing to be strong and improving.

The Council, along with the boroughs of Barnet, Enfield, Waltham Forest and public, private and voluntary organisations work together as part of the North London Strategic Alliance (NLSA). The NLSA seek to raise the profile of North London and increase public and private sector investment into the sub-region to:

- Coordinate housing growth with social and transport infrastructure;
- Support the outer London economy, including promoting the role of town centres;
- Increase access to employment through skills development and training; and
- Promote a vision for the Upper Lee Valley.

Haringey works closely with the housing associations operating in the borough, and recently relaunched its RSL/Developers forum to improve collaboration further. The largest stock-holding associations in the borough are:

RSL	Homes
London & Quadrant HT	1,917
Metropolitan HT	1,565
Circle 33	1,401
Family Mosaic Housing	723
Sanctuary	694
Peabody Trust	351
Presentation	295
Newlon	237

Haringey also participates in the North London Sub Region for housing, and works closely together with the GLA family through the Transforming Haringey group.

4.2.2 Pipeline and land capacity

As of March 2007, there were 2,699 units in the development pipeline, comprising sites with unimplemented planning permissions and sites where development has started but has not completed. The majority of conventional housing supply (78%) is provided on large sites of over 0.5 hectares.⁷

Haringey has agreed its Strategic Housing Land Availability Assessment with the GLA, identifying capacity for 9,210 homes between 2011 and 2021, or 921 per year on average. This capacity is made up of:

Element	Total units 2011 – 2021	Average units per year
Major sites (identified)	5,313	510
Small sites (assumed)	3,610	361
Non-self contained	0	0
Vacancies returned to use	280	28
Total	9,203	920

Haringey is also participating in Strategic Housing Market Assessment for North London.

London Housing Strategy

Much of the land available for residential development in London is in public sector ownership ... This needs to come forward in a way that can deliver the housing targets in this strategy. There is also the potential to provide new homes on existing housing estates and other public land.

Haringey has a portfolio of development land in council ownership, and is keen to ensure that these assets secure the best possible regeneration outcomes for local places and local people. Given that much of the Council owned development land is in the east of the borough and the aspiration to create mixed communities through private housing in these locations, the Council's

⁷ Housing SPD (2008)

policy is to seek market prices for the disposal of its surplus land assets, while ensuring affordable housing provision through Section 106 agreements. The Council would like to work with the HCA through the Borough Investment Plan process to look at how the development of affordable housing can be promoted on both public and private sites in the west of the borough.

4.2.3 Planning Performance

Haringey's planning performance had previously improved quite steadily. Due to the economic downturn, in 2008/09 (01/04/2008 – 31/03/2009) 2,101 planning applications were determined by the council. This has been the lowest number of applications in five years of monitoring.

In 2008/09 Haringey performed very well in determining applications within the statutory timescale against the Government and Business Plan Targets.

2008/09 Planning Applications determined by the Council

Total Number for NI 157 2008/09	% Applications determined	Government Target	Business Target	Determined within number of weeks
1,879	78%	*60%	82%	13
	81%	**65%	85%	8
	89%	***80%	90%	8

* NI 157a

** NI 157b

*** NI 157c

4.3 Tackling homelessness and expanding choice

London Housing Strategy

The number of households in temporary accommodation should be halved by 2010.

The number of accredited landlords will increase significantly, at least doubling by the end of 2011. The private rented sector will play a key role in housing homeless and vulnerable households, where it provides high quality housing management and reasonable security of tenure and support is available where needed.

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Given the myriad housing problems that Londoners can encounter and the range and complexity of housing options available to them, it is essential that there is open and easy access to good quality housing advice across the capital. Many boroughs successfully achieve this by providing a one stop shop, encompassing their homelessness functions, private sector landlord/tenant advice, the provision of information about different tenure options – including private renting and low cost home ownership – as well as advice and support for people under occupying social rented homes who may wish to move.

With over 19,000 on Haringey's housing register, and nearly 4,000 in temporary accommodation, the Council recognises that new social housing supply cannot meet the backlog of demand that has built up. This makes it all the more imperative that people are given access to the full range of housing options and support services available, especially through early intervention to prevent them becoming homeless in the first place.

Haringey's Homelessness Strategy 2008-11 provides the policy framework and impetus for effective partnership working and the delivery of efficiently managed and co-ordinated advice, housing and support services for people who are homeless or at risk of becoming homeless. This is a multi-agency strategy that commits to a partnership approach to preventing homelessness through early and effective intervention, as well as commitments to improving the quality and supply of housing stock. It sets out nine key objectives:

1. To actively support and promote a partnership approach to preventing homelessness
2. To invest in early intervention and effective homelessness prevention
3. To increase the supply of affordable homes
4. To choice and encourage independence
5. To halve, by March 2010, the number of homeless households in temporary accommodation
6. To improve the quality and suitability of temporary accommodation
7. To work proactively to safeguard children and vulnerable adults
8. To improve customer service, involvement and satisfaction
9. To ensure that our policies and procedures are fair, transparent and widely understood

Haringey was chosen as one of three areas in the country to pilot area-based action planning, with the Council and local housing associations working together to tackle and prevent homelessness, and support Haringey's efforts to halve its use of temporary accommodation.

With an emphasis on housing options, homelessness prevention, early intervention and effective joint working, Haringey's Strategic and Community Housing Services have been reorganised to create separate Housing Advice and Housing Options teams, and a Private Sector Lettings Team.

This comprehensive service includes:

- A dedicated housing options service which is the first port of call of any potentially homeless clients, where clients are given alternative options at an early stage to prevent their homelessness.
- Home Connections, the Council's Choice Based Lettings scheme, which now allows Haringey residents to access to housing opportunities across the whole of north London.
- The private sector team works with private landlords who are willing to provide assured short hold tenancies (ASTs) to applicants. The team also carries out the letting part of private sector tenancies, and pays incentives to landlords who provide properties of eight weeks rent for a two year tenancy and 11 weeks rent for a three year tenancy.
- A major emergency accommodation reduction project with the ambitious target of reducing numbers in emergency accommodation from 1,700 to 200 by March 2010. This dedicated project has had additional resources allocated for the financial year 2009/10 and has already visited approximately 1,400 clients in emergency accommodation and discussed alternative options. As of December 2009 the total number of clients in Emergency Accommodation was 1,177.
- Visits to clients in long term temporary accommodation to discuss alternative options such as qualifying offers. As of December 2009 3,865 clients were in Temporary Accommodation.
- Liaison with Housing Association partners to procure direct lettings in the private sector for potentially homeless clients.

A total number of 157 clients in new properties have accepted an offer of accommodation in a Private Rented Sector from 1st July to 4th December 2009 and 45 clients accepted an assured short tenancy (AST) hold.

4.4 Making the best use of the existing stock

While new development is central to our vision for the transformation of Haringey, it is equally essential that the existing stock is put to the best possible use in order to meet residents' needs, achieve efficiencies and deliver sustainability.

4.4.1 Empty homes

As a further solution to bringing empty homes back into use and to provide permanent affordable housing, we are pleased to have recently started to explore with the HCA's North London Team the potential for a three way partnership between the HCA, Haringey and an RSL by which empty properties under threat of CPO or Enforced Sale could instead be sold by negotiation to a Housing Association who would refurbish and bring the property back into use for a local authority nomination. It is envisaged that funding for such an initiative would be

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provided jointly by the 3 partners, the HCA funding acquisition at comparable rates to new supply, Haringey providing funds towards the refurbishment at a level comparable to grants to private sector landlords, to bring empty properties back into use and the RSL providing the balance in exchange for acquisition of the property.

Indications are that an initial annual programme for 2010/11 could deliver in the range of 30-60 homes per year with an initial funding commitment required to deliver 30 homes.

Empty properties are spread across the borough and a partnership initiative working on an annual programme budget, rather than individual property viability would allow properties in both the east and west areas to become permanent affordable homes. It is also being discussed whether under this initiative it may be possible to deliver intermediate tenure homes in the east of the borough to add to tenure diversity in that area.

Haringey is a recognised leader in tackling the blight of empty properties, and has a multi-disciplinary team dedicated to achieving substantial reductions in empty homes. Our approach aims to get privately owned properties occupied and offers grants for repairs and improvements to bring them back into use. Ongoing survey work has identified 1,450 empty properties, of which around 350 have been prioritised as eyesores. The owners are identified, contacted and offered grant support to bring their properties back into use – failing which enforcement action is taken. This proactive combination of repairs grants, Compulsory Purchase Orders and Enforced Sales has brought over **56 units** back into use following grants, enforced sales and CPO action in the last year. The Council would like to work with the HCA through the Borough Investment Plan process to look at how more empty homes could be brought back into use as permanent affordable housing.

4.4.2 *Overcrowding and under-occupation*

London Housing Strategy *The level of severe overcrowding in the social rented sector should be halved, and the number of social rented households under occupying by two or more bedrooms reduced by two thirds, by 2016.*

Overcrowding is the single biggest reason for living in unsuitable housing in Haringey, affecting over 8,000 households, overwhelmingly in the social rented sector. At the same time more than 17,000 households are under-occupying, defined as having more than one spare bedroom.⁸

⁸ Haringey Housing Needs Assessment 2005

Tackling the twin issues of overcrowding and under-occupation have been identified as priorities in the Council's Housing Strategy and Homelessness Strategy. Through the Council's Overcrowding Pathfinder work Haringey is actively developing a range of solutions to problems of overcrowding, including a recent programme deconverting decommissioned temporary housing hostels into larger family units for social rent. Using Haringey's own resources and some grant from the Mayor's Targeted Funding Stream, nine former hostels have been converted since 2006 and are now providing permanent affordable housing for families. A further 8 hostels and two adjoining flats are planned for deconversion during 2009/10 and 2010/11.

London Housing Strategy *The Mayor has set a target for a two thirds reduction by 2016 in the 64,000 social renting households with two or more bedrooms above the bedroom standard.*

The Council is developing a borough-wide approach to overcrowding and under-occupation in the social sector, in close partnership with support services, Homes for Haringey and housing associations. The Council is working to encourage tenants to downsize in order to maximise opportunities to match households to appropriate sized homes.

4.5 Improving the existing stock

4.5.1 Decent Homes in the affordable housing stock

A survey of council stock concluded that at March 2008 42% of Council stock did not meet the Decent Homes standard. In 2008 the Government gave Homes for Haringey £198.5million to improve its housing stock through the Decent Homes programme. The first pilot project got started in January. In year one of the programme the decent homes outturn is 1,555 homes brought up to standard with approximately 2,000 in year two. The ALMO will spend £27.5m on Decent Homes investments, and £4.7m on planned maintenance works. In the first year of the Decent Homes programme Homes for Haringey brought 1,894 homes up to standard, with 1,960 scheduled for 2009/10. Resident surveys have shown that 94% are satisfied with the programme so far.

Up to 300 homes will be brought up to the Decent Homes standard a year early after Homes for Haringey succeeded in a bid to Government in April 2009 for funding to be brought forward. Meanwhile, around 20% of the jobs created by the Decent Homes programme are going to local people, through Homes for Haringey's local employment and training programme.

4.5.2 Private sector renewal

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A 2002 Private Sector Stock Conditions Survey identified that 15.7% of private stock was unfit, and it is expected that this proportion will have risen since then. Meeting the housing needs of older and vulnerable people requires sufficient attention be paid to the owner-occupied sector: the 2001 Census showed that 58% of people aged 50 and over in Haringey were owner-occupiers, and some face serious problems with disrepair and fuel poverty. National policy and funding in this area is fragmented, but Haringey is working with its North London partners to integrate services and interventions around decent homes for vulnerable people, fuel poverty and affordable warmth, CO2 reduction and burglary reduction.

HCA have confirmed an allocation of £1.415m of SHESP funding to insulate 1,886 hard to treat cavity walls; £1.147m of it in 2009/10. Our Decent Homes constructor partners will deliver with works starting on site in January 2010.

4.6 Estate renewal/regeneration

Many of Haringey's larger estates have already benefited, to varying degrees, from earlier regeneration funding programmes. Prior to the formation of the ALMO, the then Council Housing Service was successful in delivering major schemes funded from Estate Action, Single Regeneration Budget, and New Deal for Communities and the Council's Capital Programme. These include: Broadwater Farm, Northumberland Park, Stroud Green, Chettle Court, Edgecot Grove, Suffolk Rd, Tiverton, Vincent Square and Commerce Rd.

The works comprised primarily external renewals such as window/roof replacement, major environmental improvements and security measures, including the provision of a number of concierge schemes. Apart from removal of walkways and some housing association new build at Broadwater Farm, none of the above incorporated major estate remodelling.

Early in 2000 the Council embarked on a number of transfer proposals which resulted in two Haringey estates located outside the borough being transferred and receiving major investment through new housing association landlords. The Waltham Cross estate voted against transfer. The driver was not only to secure investment but also one of stock rationalisation. In addition, we looked at transfer of street properties in the borough, but these proposals were dropped following consultation.

A successful partnership with London & Quadrant Housing Trust resulted in stock transfer, the demolition of a tower block, and major new build redevelopment at the Denmark Road and Gouling Court estates.

More recent regeneration activity has centred on the Seven Sisters New Deal for Communities area. In 2007 we completed a major transformation of the Suffolk Road estate joint funded from

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NDC and the Housing Capital Programme. Major works have also been carried out at the Tiverton Estate combining New Deal for Communities and Decent Homes funding.

The above mentioned funding programmes have now expired, leaving Decent Homes as the main source of funding for external/internal renewal works on estates. The Decent Homes programme has already enabled us to carry out major improvements to larger estates in the west of the borough for example at Campsbourne which previously did not receive any regeneration funding, being outside of designated areas.

Although the Council allocated a capital receipt in 2008/9 for estate environmental improvements, in addition to the £11.4m included in the Decent Homes allocation, it is highly unlikely that any further receipts will be made available in the near future. Apart from mainstream MRA/SCE which is used to fund other essential commitments, and additional energy efficiency grants through SHESP and CESP; we need to now look at wider funding models for potential estate regeneration and development schemes.

Haringey's latest programme of estate regeneration is starting with an appraisal of the redevelopment options for the Brunel Walk hostel on the edge of the Turner Estate in Tottenham Green. The appraisal will examine the following options for the site:

- Improve the existing structure up to a decent homes standard and convert to General Needs housing;
- Configure the existing building to provide 2 or 3-bedroom units convert to General Needs housing;
- Demolish and redevelop the site;
- Dispose on the open market.

We are currently looking again at the possibility of transferring the out of borough Waltham Cross estate to another landlord and are working on loft conversions to street properties. A number of opportunities have previously been identified for the provision of additional housing supply through the conversion of 'hidden homes' - redundant and disused areas within and between Council homes and buildings, as well as small scale infill on Council owned land. We would like to work with the HCA through the Borough Investment Plan process to look at the potential to explore these options and thereby realise 'quick wins.'

4.7 Economic development and regeneration

Haringey's 2008 Regeneration Strategy outlines three key priorities:

- **PEOPLE:** 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.

- **PLACE:** 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.
- **PROSPERITY:** 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.

These priorities are reflected in Haringey's approach to development, which seeks to ensure that public and private investment in strategic developments maximise the economic benefits and jobs for local businesses and local people.

Supporting business opportunities

Haringey is not perceived as a key office location, mainly due to its proximity to the centre of London, it has the oldest industrial/warehousing stock in the sub-region, and while market activity indicates reasonable demand for small and medium sized industrial units in the Borough this is expected to wane as stock becomes more obsolete.

Most of Haringey's employment land is located within 15 intermediate sized clusters (ranging from 2 to 15ha) accounting for 89% of Haringey's employment land (the borough has just over 0.9 million m2 of employment floor space, and most of the borough's building stock is classified as either 'Good' or 'Reasonable'.

The 2009 Haringey Employment Study Update indicated that demand for additional employment could be in North London, but that challenges existed in attracting employers to come to North London, in encouraging more mixed use developments, and in providing premises for Small and Medium Sized Enterprises, particularly within the Black and Minority Ethnic communities (BME) sector. The report indicated some scope for the release of industrial land. It is predicted that the borough will require an additional 13,800m2 gross of comparison goods floor space and an additional 10,194m2 net of convenience goods floor space by 2016.

4.7.1 Providing business space for SMEs

Under the Urban Centres for City Growth Programme Haringey has delivered a package of nine projects with a total value of £5.16m focused on providing new and improved business space for small and medium enterprises in the east of the borough. The Council directly managed delivery of two commercial redevelopment projects:

Rangemoor Road Industrial Estate Project (Project value £807,000): Three ageing light industrial units were redeveloped to provide a new, energy efficient, single workspace facility. This project formed part of a joint programme with the London Borough of Enfield to carry out improvements to five Upper Lea Valley Industrial Estates. Funding was obtained through the European Union through ERDF, the London Development Agency and Haringey Council. The

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building comprises over 3,000 square feet of workspace over two floors. It was completed in November 2007 and is now fully let to an organisation assisting local people, in receipt of incapacity benefits, to return to employment.

Stoneleigh Road (Project value £1.58m): A surplus Council depot site was redeveloped to provide a new commercial office building in the heart of Tottenham town centre. The building uses innovative technology to provide natural cooling to individual offices which removes any requirement for mechanical cooling plant. It provides over 3,000 square feet of workspace split into nine office units over three floors. The project was completed in November 2007 and is currently occupied by the Haringey Law Centre which provides free legal advice to local residents and business, and a training organisation providing vocational qualifications to users.

4.7.2 *Tackling worklessness*

The Council is working with Homes for Haringey and social housing providers to connect residents to opportunities for training and employment through the Haringey Guarantee and other local providers. This includes ensuring that housing advice services and homelessness services are closely linked with employment and skills support. The Haringey Guarantee is the Council's flagship employer-led scheme for engaging with residents who are furthest away from the labour market, offering them clear pathways into work. Since its launch in the summer of 2006, 183 people have been helped into sustained employment. Our approach has attracted widespread acclaim. Currently focused on 12 wards, the programme will be rolled out across the borough.

The Council also commits to working with contractors to help residents benefit from employment opportunities arising from their work in the borough through applying its Employment Code of Practice and Employment Training Protocol.

From September 2006 to March 2009 there were **2,212** residents engaged and registered on the Haringey Guarantee programme, **420** residents helped into sustained employment, **615** work placements have been completed, **474** residents have gained qualifications and **38 of the 40** high-risk NEET students from the Northumberland Park School project have progressed and retained in work, apprenticeships or college.

The latest phase of the programme was commissioned in April/may 2009 and will deliver a further 350 jobs by March 2011 and 500 qualifications

Homes for Haringey is very committed to reducing worklessness numbers. In April 2009 a successful jobs fair took place, with a record number of 400 attendees. Twenty apprentices have

been taken on by Decent Homes contractors and a number of successful work placements have been given to local residents.

4.7.3 *Heritage-led regeneration*

The Council's Physical Regeneration team has been successfully awarded numerous grant funding streams to support various heritage and conservation projects. These include the Townscape Heritage Initiative of the Heritage Lottery Fund, English Heritage's Partnership Schemes in Conservation Areas (PSiCA) scheme, European Regional Development Fund and Housing Corporation grant. Much of this grant funding has supported historic building improvements in deprived town centres within Haringey's conservation areas. These projects take an explicitly conservation-led regeneration approach and are designed to help areas that have both heritage merit and real social and economic need for investment.

4.8 Sustainability

Haringey Council signed the Nottingham Declaration in December 2006, and adopted a Greenest Borough Strategy in July 2008. The Council are working towards the government target of an 80% reduction in carbon dioxide (CO₂) levels by 2050, and 50% of current emissions are from dwellings, 33% from non-domestic buildings and 18% from transport.

Core policies state that all development in Haringey should 'protect and enhance the environment and operate in a sustainable and environmentally friendly manner'. Environmental issues are a fundamental consideration underpinning both the Tottenham Hale Masterplan and Haringey Heartlands Framework, and are fed-through at each phase of every development scheme.

The Council is taking the opportunity to improve the water environment at Tottenham Hale through the application of sustainability principles and flood mitigation measures. This requires working closely with partners such as Thames Water, Environment Agency, Natural England, Lee Valley Regional Park as well as local interest groups, such as the Lee Valley Bat Group. Similar challenges face Haringey Heartlands, and solutions will be custom-designed to specifically suit new developments, creating and improving a sustainable urban environment, and utilising suitable empathetic green technologies for resource savings and waste reduction.

Issues for addressing the impact on the local environment include:

Flood risk: Working closely with the Environment Agency, Thames Water and emergency planners the Council has commissioned a Flood Management Strategy from Halcrow. This

highlights the current understanding of catchment issues, the multiple factors influencing flood management and flood management strategies. In addition, a Strategic Flood Risk Assessment has been commissioned by the North London Waste DPD consortium for the North London Waste Plan. This covers the seven north London boroughs, and will address borough-wide hydrological issues.

Sustainable Urban Drainage (SUDs): Working with Thames Water, the Council will encourage the use of SUDs to avoid wasting water and overloading drainage systems. This will include the use of green or brown roofs, especially on taller buildings, in order to encourage biodiversity and slow the effect of heavy rainfall.

Water supply and sewerage: Working with Thames Water, the Council will encourage the incorporation of water conservation methods, including the use of grey water, the installation of water efficient taps and toilet flushing systems which minimise the effect of new development on the water supply and the demands placed upon sewerage handling facilities.

Biodiversity: The council is working closely with Natural England and the Environment Agency on improvements to existing open spaces, the water environment and natural habitats. Opportunities presently exist to conserve and improve vulnerable areas, and use technology to create new opportunities. The use of grey roofs to encourage rare bird species such as the Black Redstart, and green roofs to support invertebrates will be encouraged.

Waste: Working with the North London Waste Authority, London Waste and with advice from London Remade, the Council will encourage the closure of the materials procurement and usage loop for demolition and construction and the use of local facilities and markets to minimise transportation miles. Wherever possible, building materials will be reused / reclaimed / recycled.

Decentralised and Renewable Energy: Haringey's vision is to deliver decentralised energy infrastructure across the borough. Since 2006 we have been developing our evidence base, staff and organisational capacity to deliver on the climate change agenda, and the Greenest Borough Strategy launched in 2008 commits the council to implementing decentralised and renewable energy (priority 5) and to reducing CO2 emissions from the domestic and private sector and our own corporate operations (priority 3). Hale Village already has a CHP plant, and Haringey is seeking LDA support for its ambitious decentralised energy plans to launch similar projects at other strategic developments in the borough. Ultimately these could form a key part of London's emerging decentralised energy network by connecting up to developments in Barking and elsewhere.

4.9

4.10 Green Homes

Based on a programme of works carried out to similar properties in a neighbouring borough we have identified a package of works that costs around £35,000 per property including all leaseholder costs. This would bring the properties up to the Decent Homes standard and secure an energy rating improvement from Band E to Band B, saving 2,676kg of CO₂ (50-70%) per property each year. These works would be delivered with residents in situ throughout.

These works could be delivered either as a capital works contract or as a PFI style solution with an underwritten maintenance and lifecycle cost for 15 years, which is an attractive proposition given the new technologies involved. Soft market testing indicates that there is considerable private sector interest in this approach.

SHESP – Social Housing Energy Savings Programme. The HCA have confirmed an allocation of £1.415m of SHEPS funding to insulate 1,886 hard to treat cavity walls. Works are currently on site and are being delivered through the Decent Homes contractors.

4.10 Solid Wall Insulation

There is a need to improve energy/environmental performance of existing, solid wall social housing stock. Properties not properly insulated lose up to one third of the heat through the walls, roof and floors. This means that out of every three pounds you spend on insulation, one pound is being lost. Properly insulating properties will mean that less energy is lost; therefore less is needed to maintain the same temperature levels within the property.

CESP – Community Energy Savings Programme. Homes for Haringey will be working with the Council and British Gas to deliver £3.5m of Solid Wall insulation measures targeted in the Northumberland Park Super Output area.

5 INVESTMENT PROPOSITIONS: STRATEGIC PROJECTS

There are areas in the borough that have significant opportunities for regeneration and development, some of which have been identified in the London Plan. In addition there are other areas that will experience change or need priority action and have been identified in our UDP.

Over four fifths of the new homes to be delivered over the next ten years will be supplied at Tottenham Hale and Haringey Heartlands, which are designated as an Opportunity Area and Area for Intensification respectively. They have the potential to deliver additional homes over and above the borough's housing target, but require supporting infrastructure such as transport, utilities, education and health facilities. The Council has prepared a policy framework to guide development in these areas: a Tottenham Hale Urban Centre Masterplan and a Haringey Heartlands Development Framework.

The policy framework for the borough's strategic growth areas is fully consistent with regional and sub-regional strategies such as the London Plan, the Mayor's Draft Housing Strategy, the North London Development and Investment Framework, and the emerging vision for the Upper Lee Valley.

5.1 Haringey Heartlands

The development of Haringey Heartlands will create a new high quality mixed use quarter with an expanded and diversified economy which will build on the emerging cultural quarter and be centred on high value employment uses, the delivery of high quality new homes, and the regeneration of Hornsey High Street. Development of the Haringey Heartlands area will be key to revitalising and ensuring the long term sustainability of Wood Green - a vibrant and busy town centre, which has an important role to play within the London and North London Sub-regional town centre hierarchy. It is designated as a Metropolitan Centre in the London Plan (2008), one of only 10 identified in London, which reflects its role as a key retail and commercial destination in North London.

The Development Framework approved in 2005 aims to secure the position of Wood Green at the heart of the North London economy enabling major mixed use development on the Haringey Heartlands east and west sites to come forward. The London Plan designates Haringey Heartlands/ Wood Green as an Area of Intensification with proposals for the creation of approximately 1500 new jobs and 1,700 new homes

Haringey Heartlands provides the opportunity to create an attractive urban environment that has its own distinct character, but which is also well integrated into the physical, social and economic

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nature of the surrounding area. The challenge facing the borough and its partners is to create a new destination that will attract investment and provide a high quality environment for businesses, residents and visitors.

The area presents a range of mixed-use and residential development opportunities on the railway and industrial lands to the south-west of Wood Green. These sites include Clarendon Road gas works, the adjacent Coburg Road Industrial Area and Hornsey Waterworks and the former Hornsey Central Depot. The planned construction of the new strategic recycling facility at Marsh Lane will also free the site of the existing depot on Western Road.

To realise the full potential of the Heartlands area will require significant investment in the decommissioning or relocation of existing industrial and business uses, site assembly and remediation, and the creation of new and improved pedestrian linkages.

The first major residential development in the Heartlands, the New River Village, has now been completed, providing 622 new homes of which quarters are affordable housing. The first major infrastructure project, the critical spine road through the eastern utilities land, was completed in March 2008, using £5m from the Community Infrastructure Fund. The construction of a new secondary school (on site 1) has also been completed.

Further proposals are now coming forward for a number of sites in the Heartlands area.



Haringey Heartlands adjacent sites and projects

5.1.1 Clarendon Square

The National Grid and the LDA are bringing forward this development opportunity which includes the site of existing gasholders and the Olympia Trading estate. An outline planning application has been submitted for a development of 1,000 homes with significant retail, commercial and community provision centred on a new public square. Subject to the outcome of planning consideration development is expected to come forward over a number of phases from 2011/12.

5.1.2

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5.1.3

Hornsey depot

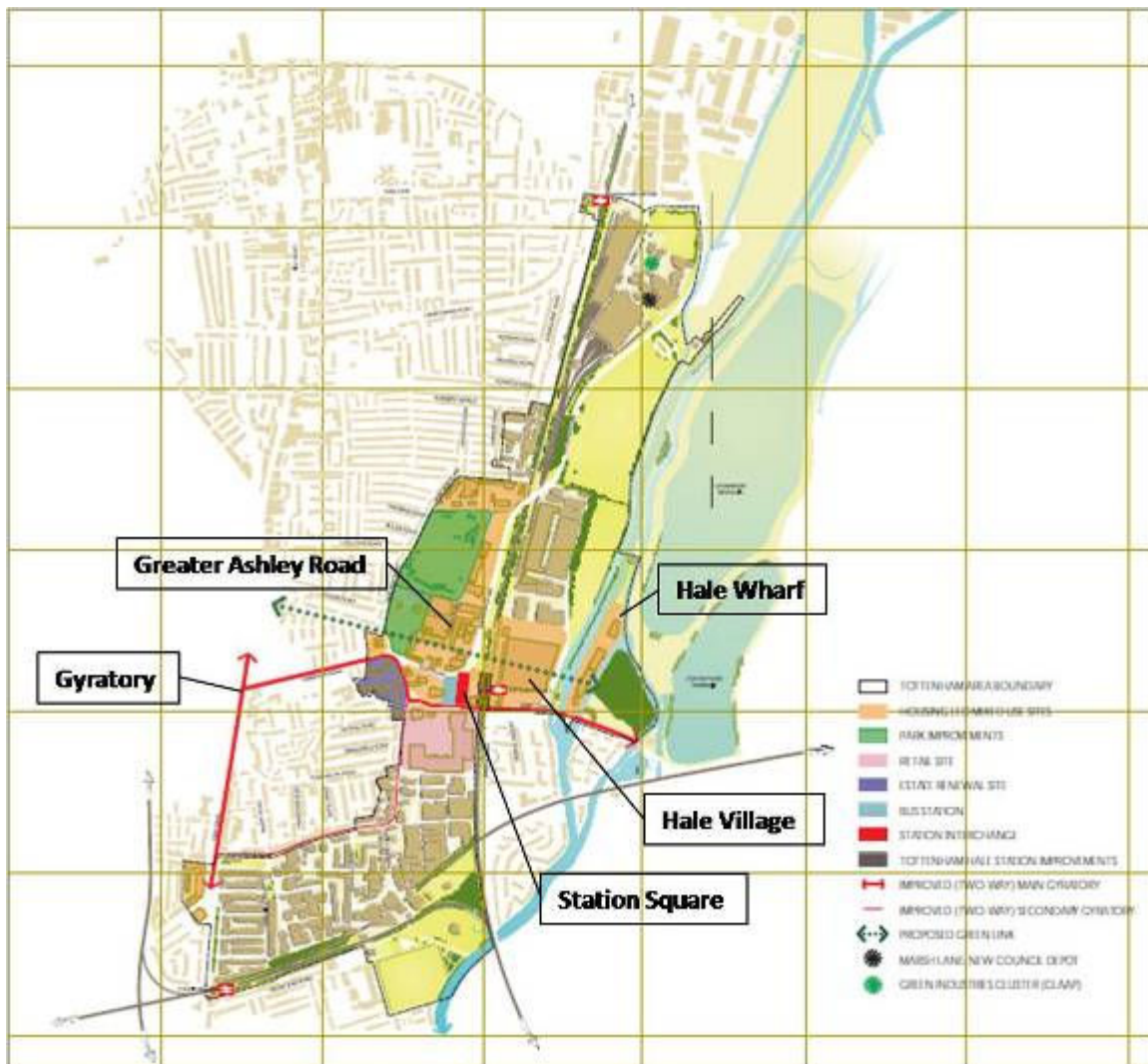
This site to the South of the Heartlands is currently at pre-application stage and the proposal is for a new supermarket and around 200 - 230 new homes which, it is estimated should come forward from 2012.

5.1.4 *Alexandra Palace and Wood Green town centre*

Alexandra Palace and Park is one of the most important and iconic amenities in North London but its potential as a cultural and tourist destination has not been fully realised, and there are insufficient linkages between the Park and the nearby Wood Green town centre. An investment strategy will be developed that seeks to expand existing uses and develop new ones. This investment strategy will potentially need to access substantial European and domestic funding to maximise the wealth of opportunities that exist.

5.2 Tottenham Hale

Transforming Tottenham Hale is one of London's biggest place-making schemes. It includes the delivery of a new town centre, major residential development, and re-vitalising the area around Seven Sisters and maximising gateway opportunities centred on Tottenham Hotspur Football Club to the north of the High Road. The Masterplan was approved as an SPD in 2006. The area as a whole has the potential to provide around 3,000 new homes over the next 10 years, and development is already underway on the Hale Village site. The area includes a number of significant development sites and associated enabling projects:



Tottenham Hale Key Sites and Projects

5.2.1 *Gyratory, Interchange and Station Square*

The existing gyratory system creates an environmentally degraded and fractured environment for residents and visitors and impacts adversely on the experience and perception of the area. Replacement of the gyratory with a conventional two-way traffic flow and associated environmental improvements is essential to realise the potential of the area and, from a relatively low base, generate rising values to bolster the viability of planned developments and generate

prosperity across the area. The planned scheme will also create a new public square and transport interchange at Tottenham Hale station.

This project is led by Transport for London, in partnership with the council, the HCA and the LDA. A funding package for this scheme has been developed but this is under pressure from budget changes and the risk of deferral of s106 payments from Hale Village. In view of the centrality of this infrastructure improvement to successful development in the wider area it is proposed to explore with partners the potential for a tariff on development across the Tottenham Hale that could assure the delivery of this and other vital shared and supporting infrastructure.

Advance utility works are due to begin in 2010 and the gyratory works themselves are scheduled to run from mid-2012 to 2014.

Green – Blue Link

To complement the new road system, a green link from Tottenham High Road is planned that will provide an East-West way for pedestrians and cyclists from Tottenham High Road to the Lee Valley Regional Park. It is intended that the route will traverse the developments at Greater Ashley Road and Hale Village, bridging the rail lines and culminating in a bridge across the Lee River to Hale Wharf. The creation of the route will be incremental as it is linked to the implementation of each of the developments and additional investment will be required in particular to fund the bridge works.

5.2.2 Hale Village

This strategically significant project is the critical first stage in the transformation of Tottenham Hale, and will create the conditions for major neighbouring developments at Greater Ashley Road and Hale Wharf to come forward.

The development itself creates a new village of 1,100 mixed tenure homes including 540 affordable homes, a large element of student accommodation, a hotel, school, health centre and retail and commercial space.

The project is led by Lee Valley Estates with Newlon as the housing association partner. The business plan is dependent on revenues from a large amount of private sale housing which has been affected, in the short term at least, by the market down-turn, causing the private house builder partner to leave the scheme. In response the tenure mix for the next phase has been amended and the terms of an HCA equity investment agreement are being finalised. Negotiations on revised s106 obligations are underway and such payments are likely to be significantly delayed – these include payment of £3.5m towards the gyratory works.

Planning consent has been granted for the development of the affordable homes by Newlon, staged over two phases with the first for 240 affordable homes which commenced construction in 2010 and expected completion in late 2011. Construction of the second phase (302 affordable homes) will follow from 2012 with completion in 2013/14.

The HCA are investing significantly in this scheme, both through equity and social housing grant in relation to the new affordable housing. The project's viability remains strained and the timing (and out-turn values) of private sale development is uncertain. Continuing the Council and the HCA's partnership working to respond flexibly to circumstances will remain key to maintaining the project's momentum. The proposed equity investment could be retained, or recycled within the scheme, and there may be scope (if limited prospects) for an overage sharing arrangement. Bridging arrangements to compensate for any deferral in s106 receipts may also need to be considered.

5.2.3 *Greater Ashley Road*

This development has the potential to create 1,600 high quality private and affordable homes within a park-side setting and in a highly accessible location, with onward linkages to the Lee Valley Park through the first element in a blue-green corridor linking Tottenham High Road to Hale Wharf. A Masterplan has been developed and public consultation is now underway, with the outcome likely to be captured within the LDF (Site Allocations Document) in Sept 2011. The release of the current strategic depot site through the completion of the Marsh Lane scheme would allow comprehensive development to proceed from 2012/3 (there may, however, be potential for an earlier first phase of development on the south of the site.) There is a risk that funding shortages for the Marsh Lane scheme could delay the effective regeneration of Tottenham Hale (see section 5.5).

A Development and Infrastructure Delivery Plan will be developed by mid-2010 through close collaboration between the council, the HCA and LDA, and in consultation with other stakeholders. Different implementation approaches will be examined in relation to site assembly and coordination including the potential for an asset-backed special purpose vehicle which could include public sector partners such as the HCA and also potentially private landowners. A complex and flexible funding framework from the HCA and other public agencies will need to be assembled to support delivery.

5.2.4 *Hale Waterside*

This site will accommodate around 400 affordable and private homes together with waterside employment, leisure and amenity opportunities. It is jointly owned by British Waterways and Lee Valley Estates. A planning application for a mixed tenure development is expected to come forward in 2010 with development likely to be underway by 2012.

5.3 Wider Tottenham Area

The third place shaping area including a number of sites within the A10/A1010 corridor through Tottenham and Seven Sisters.

5.3.1 Marsh Lane

The development of a new strategic recycling depot is planned for this site. This is a vital enabling move that will in turn release for development the sites of the current depots at Greater Ashley Road (see section 7.2) and Western Road (see section 7.1).

Planning consent is anticipated by mid-2010 with construction being completed by late 2012. The aspirations of the Council are that the new state of the art recycling facility will achieve a BREEAM excellent or very good standard and will foster the development of a cluster of green industries in accordance with the Upper Lee Valley economic study.

A funding package has been developed including a significant contribution of prudential borrowing by the Council predicated on the value to be realised from the Greater Ashley Road site but a shortfall remains. HCA investment support could reduce any risk of scheme delay and consequential delay in new residential development and regeneration in Tottenham Hale.

5.3.2 Tottenham Green Cultural Quarter

Tottenham Green area already provides a hub of educational, leisure and art and cultural amenities and a variety of opportunities exist in the area to enhance and complement these facilities. To shape and integrate the education, culture and leisure led place making in Tottenham Green, a planning and design framework is being developed by a widely-based stakeholder group which includes the College of North-East London (CONEL) and the new Bernie Grant Arts Centre. The framework will identify and set the scale of opportunities for development including residential uses in the area and a timetable for implementation.

5.3.3 Tottenham Hotspur stadium redevelopment

Tottenham Hotspur Football Club is planning a new 58,000-seater stadium adjoining their current ground, along with a new public square, a retail superstore, 450 residential units and a hotel. This scheme has the potential to spearhead the transformation and revitalisation of this deprived area and will play a key place shaping role in the regeneration of the wider Tottenham area. The proposed replacement of the existing stadium is phased so that Tottenham Hotspur can continue playing on the site during construction – maintaining the economic benefits that the

club brings to the area throughout. The new stadium is included in the plans for England's bid to host the 2018 World Cup Finals.



Tottenham Hotspur stadium proposal

Extensive pre-application discussions (under a PPA) have been undertaken and a full planning application received. HCA grant support for the 225 affordable units (50% of the homes) will be needed, and the scope for special needs and supported housing will also be examined. CPO powers may be required to effect site assembly, which would indicate a timetable of 2014-16 for the housing element of the scheme.

5.3.4 Wards Corner

Wards Corner is the name given to the corner of Seven Sisters Road and Tottenham High Road, directly above Seven Sisters Underground station. Planning permission has been granted for Grainger plc's proposal to provide ground-floor retail with almost 200 affordable and private units above, together with a new public square to the High Road. Judicial decision has now been received and the case will now proceed to the High Court and the final judgement on this development is expected in Spring 2010.

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will be granted and the position will be clarified in October 2009. If cleared to proceed development should commence in early 2010. Following discussions with local traders and stakeholders, the initial plans have been revised to include accommodation suitable for the re-provision of the Seven Sisters market traders. The current proposals for comprehensive redevelopment of the site include:

- Public realm improvements, especially to the Tottenham High Road frontage.
- Improved entrances to Seven Sisters Tube Station
- A variety of new shops and restaurants on West Green Road, Tottenham High Road and Seven Sisters Road aimed at High Street names and independent businesses
- New family homes on Suffield Road
- New apartments arranged in ten blocks around a roof garden above the shops.
- In all there are 197 homes and approximately 3700sqm of commercial space proposed.



Wards Corner Site Development Plan

5.3.5 Lawrence Road

Lawrence Road is situated between West Green Road and Clyde Road, to the north of the West Green Road shopping centre. Close to Tottenham Hale and Seven Sisters the site is comprised of buildings predominantly in employment use. There is a relatively high proportion of vacant floor space, with increasing pressure for changes of use, particularly to residential. The road also suffers from a poor environment, the fear of crime, anti-social behaviour and traffic problems. The Lawrence Road Planning Brief SPD sets out the Council's vision for Lawrence Road to make the area a place where people want to live, work and visit by promoting mixed-use development, improving the quality of the environment and ensuring that any development is sustainable.

An application by Galliard Homes is currently under consideration and would provide over 380 new homes over two phases. The first phase is anticipated to commence next year and this will provide around 70 affordable units.

5.4 Significant Developments along the Borough Boundary

5.4.1 Central Leaside



An Area Action Plan is being prepared by Enfield Council for the Central Leaside Area. Initially the AAP was being prepared jointly with Haringey Council as an area of Northumberland Park was included in the Plan. However, Haringey Council is no longer formally working with Enfield Council on this Plan as we were not able to come to an agreement on the detailed location of various uses within the plan and its likely adverse impact across the boundary in Haringey. Only a small area of North-east Tottenham and Northumberland Park within Haringey was in the AAP. The majority of the area lies within the London Borough of Enfield, however Haringey

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Council will continue to support the development of the AAP. . The area includes 130 hectares of industrial estate land and part of it is designated as a Strategic Employment Location within the London Plan.

The area has suffered from a long period of structural decline in manufacturing in London. Several programmes have attempted to halt this trend, including substantial investment from the European Union. Some resurgent activity has been generated such as the new Coca-Cola plant on the Eley Estate and new retail uses have been introduced with **Ikea's** landmark store opening in 2005. The area sits along the axis between the 2012 Olympics Park and legacy developments to the South and to the growth corridor to Cambridge to the North. A significant residential community already exists in the area, on the fringes of employment land and in established communities to the West of the area. Significant opportunities for housing growth do exist in the area, primarily to the outer ring around the core industrial and employment areas between the railway lines and reservoirs. A settled vision and plan is needed to successfully safeguard and realise the area's potential.

5.4.2 Seven Sister Corridor Joining Up Growth

The Study covers the strategically important location in North London at the junction of the London Boroughs of Hackney, Haringey and Islington. It is within the designated growth area in close proximity to the 2012 Olympic Park. The Study has sought to define the key characteristics of the area around Seven Sisters Road, identifying the key development sites, the scale of development projects and the investment needed to support them. The major initiatives include Woodberry Down Master plan (promoting 4,664 new homes, new city academy, community facilities and commercial floor space), Wards Corner/Seven Sisters Station and Finsbury Park Area Action Plan (provide intensification of a range of uses for the area west of Finsbury Park Station)

5.4.3 Woodberry Down, Hackney

A major regeneration area in London Borough of Hackney adjacent to the borough boundary and Seven Sisters area.

5.4.4 Manor House

Haringey Council is working with Hackney Council to prepare an Area Action Plan for the around Manor House station. The AAP is at very early stage of preparation and Haringey Council is keen to ensure that future development options would also support and enhance the areas along the Borough boundary in particular accessibility and linkages to recreation and leisure uses from the residential areas in the two Boroughs.

5.4.5 Finsbury Park, Islington

Regeneration area close to the borough boundary in London Borough of Islington.

5.4.6 Upper Lee Valley

Regeneration area close to the borough boundary. Haringey Council is looking to work together with the LDA, Design for London and Enfield Council to achieve strategic alignment.

5.5 Other significant sites (private & public)

5.5.1 Hornsey Town Hall

Following extensive public consultation a planning application is being prepared for the restoration and conversion of this award-winning Art Deco building into a community cultural centre together with the development of 100 - 120 flats to its rear. The development is expected to proceed in 2011/12 and will provide much needed affordable housing in this area of the borough.

5.5.2 Hornsey Town Hall Roden Court, Hornsey Lane, N6

This housing development site will provide 138 residential units. Phase one is due to complete April 2010.

5.5.3 Depot Coppetts Road, N10

This development is of 128 residential units, now complete.

5.5.4 Council Offices, Apex House Seven Sisters Road N15

The site is within the 5 year housing development programme. The site will become available following the relocation of the Council office and has potential to provide around 198 residential units.

5.5.5 Tottenham Green Baths, Clyde Road, N15

This site is within the 5 year development programme with an opportunity to provide around 109 residential units.

5.5.6 Edith Road, Palace road, N11

The site is within the 10 year housing development programme and the potential to deliver up to 184 residential units.

5.5.7 *Civic Centre Wood Green High Road N22 7TY*

The site is within the 10 year housing development programme and the potential to deliver up to 198 residential units.

5.5.8 *Haworth Litho Ltd, White Hart Lane N17 6LT*

The site is within the 10 year housing development programme and the potential to deliver up to 103 residential units.

5.5.9 *Land between Rangemoor Road and Herbert Road, N15 4ND*

The site is within the 10 year housing development programme and the potential to deliver up to 111 residential units.

5.5.10 *Tottenham Lane N8*

The site is within the 15 year housing development programme and the potential to deliver up to 109 residential units.

5.5.11 *High Road and Bounds Green Road, N22*

This site is within the 15 year housing development programme with an opportunity to provide around 186 residential units.

5.5.12 *School and Tottenham Garage, Phillip Lane N15*

The site is within the 15 year housing development programme and the potential to deliver up to 176 residential units.

5.6 The Framework for Delivery

5.6.1 *East-west tailored package*

Haringey is characterised by a very high degree of geographical polarisation between the East and West of the borough. The West is affluent with average incomes well above the London average, a high level of owner occupation with high house prices that are beyond that are mostly unaffordable to those on average incomes and a relatively low level of affordable housing. The East of the borough presents a sharp contrast with significant levels of deprivation, low incomes,

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much lower land values and house prices and a far higher level of affordable housing and lower levels of home ownership. The financial logic of affordable housing provision and grant funding risks further deepening this divide.

The major regeneration schemes at the Heartlands and at Tottenham Hale in the East will provide a balance of tenures and with their place-changing effect build land values and increasingly mixed communities and it is critical that tactical switches towards affordable housing provision in response to the market do not undermine this strategic objective. It is inevitable that the majority of new affordable housing supply will be associated with these developments but, without a clear commitment the dearth of affordable housing supply in the West of the borough will be exacerbated.

To counter this it is proposed that a “tailored package” approach is developed across a pool of agreed sites across the borough. These would individually require a wide range of grant levels, reflecting in part the divergence of land values, but would on average be consistent with a benchmark of value for money. Delivery would be by a panel of participating housing associations and other suitable delivery agents. Such an innovative approach could be a model for other authorities and the HCA where affluent and poorer communities housing are geographically polarised. The Council would like to work with the HCA through the Borough Investment Plan process to look at how an east-west tailored package might be developed.

5.6.2 *Tottenham Hale Delivery – infrastructure tariff*

Bringing forward development at Tottenham Hale is complex and challenging. Front-loaded investment in infrastructure is needed to reform the Gyratory road system and invest in other supporting infrastructure. The Council has proposed a tariff-based approach that would be levied on development in the wider area, recognising the positive impact on development value that such improvements bring. But much of this investment will, necessarily, need to anticipate rather than parallel the developments themselves. The HCA (and other public agencies) can play a critical role here: This could be by forward funding such infrastructure with recovery of that investment through the tariff; alternatively the Council could forward-fund through prudential borrowing with the HCA providing a back-stop assurance against the risk of development being delayed or falling short of the levels projected. The Council, the HCA, TfL and LDA will explore this potential approach that can underpin value creation, viability and development across Tottenham Hale

5.6.3 *Local Asset Backed Vehicle (LABV)*

Greater Ashley Road presents real complexity in terms of site assembly, phasing and infrastructure, and will require considerable public investment and advance investment to proceed successfully. It is proposed to establish an asset-backed special purpose vehicle (SPV) to lead the area’s regeneration with the council contributing its land. The LABV could be an

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exclusively public sector partnership between the Council, contributing its land assets and the HCA providing complementary funding, potentially along with other public agencies. The LABV could also include the private landowners on the site but also potentially a private investor partner. This approach can provide the development skills and capacity needed, and the commercial acumen required. It can also provide access to a mix of public and private funding and development finance and the opportunity for the public sector to share in, and recycle, the upside return from the value generated in the area.

We have Cabinet approval to produce a detailed appraisal of the options and benefits of setting up an asset backed vehicle as a method of taking forward our major housing and regeneration objectives. We are also currently in the middle of a major planning consultation on transforming Tottenham Hale and Ashley Road. The Council would like to work with the HCA through the Borough Investment Plan process to look at the feasibility of establishing a special purpose vehicle, and whether there are potential benefits for Haringey from participation in the HCA's Public Land Initiative.

5.6.4 Decent Homes programme

The Year 2 Decent Homes programme is progressing well and on target to reduce the overall level of non-decency to 30% of the Council's housing stock by 31st March 2010, in line with the Communities and Local Government department's agreed targets. Expenditure to date is also on profile and resident satisfaction is running at 97%. Good progress is being made in delivering wider community benefits, for example by facilitating employment and training initiatives for local people, and securing additional funding for energy efficiency measures.

The Year 2 programme commenced on site in April 2009 and Homes for Haringey anticipate completing works to approximately 2,000 tenanted and 601 leasehold units, with a budget of £40.466m.

One of our aims is to ensure that the Decent Homes programme has a lasting legacy which can support and help deliver wider objectives which will benefit our residents. This includes working closely with our partners to expand opportunities for local employment initiatives.

To this end Homes for Haringey organised a construction related jobs fair in April 2009. This was a great success with over 400 people attending. The twin objectives of the day were to highlight employment and training opportunities for local people within the construction industry as well as support in accessing the above.

The constructor partners are actively seeking to employ local contractors and labour in each of their respective areas. Each of the contractors has agreed to take on 4/ 5 local apprentices with the

initial intake starting college courses in August 2009. The partners have also agreed to take on work experience placements.

While the Decent Homes programme is funded for the immediate future, there is a risk that national budgets may be cut in the coming years. The Council would like to work with the HCA through the Borough Investment Plan process to look at how the many benefits derived from our successful Decent Homes programme can be maintained until all housing stock in the borough meets the decency standard.

Homes for Haringey has recently had their assumed funding allocation for 2010/11 confirmed. One of the questions raised is fall back position should funds not be forthcoming – the only option would therefore be to agree to deliver the minimum decent homes standard. By the end of 2011 Homes for Haringey will be around 26% non decency

5.6.5 Temporary Accommodation Initiatives

Haringey could seek to learn from the experience of Local Space in Newham and Hackney, by partnering with a housing association that could acquire homes in the market for use as quality temporary accommodation, financed from a combination of HCA grant and borrowing on the secure income stream provided by housing benefit. Once the acquisition loan has been paid off the homes can transfer to permanent social housing.

5.6.6 Empty Homes

Haringey seeks HCA support to scale up the existing empty homes programme through capital funding and capacity support for CPOs, offering Haringey's experience as a leader in this area as an opportunity for the HCA to learn transferable lessons.

HCA support and advice is also sought in finding a legal route for disposal of enforced sales properties to a housing association or dedicated SPV, rather than going to auction. This could create a pipeline of larger family homes for affordable housing, especially in the west of the borough. At present, Haringey's legal officers believe that auction is the only acceptable way to demonstrate that the best price has been secured for the property owner. If successful, this would further help the Council to reduce the number of households in temporary accommodation and reduce polarisation between the east and west of the borough.

5.6.7 Enhancing Haringey's skills and capacity

The scale of the strategic developments in Tottenham and the Heartlands presents Haringey with serious demands on the Council's resources and capacity. But the strategic regional importance of these projects also makes their successful delivery critical to both the HCA and the Mayor of London. There may be scope to seek significant capacity building support from the HCA,

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especially as there is likely to be a shortage of capital investment funds in the coming years: improving skills and capacity at the local level could be a cost effective way for the HCA to promote delivery.

The HCA could be asked to support a range of capacity building measures:

- A comprehensive training and reskilling programme for staff in the Urban Environment directorate, to improve skills in major project management and particularly environmental design, construction and retrofitting.
- Secondment programmes for HCA and other agencies staff, to boost Haringey's capacity (especially during staff absences for training) and foster knowledge transfer.
- Related to the empty homes programme, the HCA could boost LBH capacity and expertise in expanding its CPO programme to bring sites forward.

The Council would like to work with the HCA through the Borough Investment Plan process to look at how our joint objectives can be achieved in partnership through capacity building.

5.6.8 Hostels redevelopment

5.6.9 Hostels to be Retained and Improved

- 2 Bedford Road N15 4HA
- 4 Bedford Road N15 4HA
- 1 Birchington Road N8 8HR
- Allan Barclay Close, 1-3 High Road N15 6LW
- Park Court, 1-6 Northumberland Park N17 OTP
- 19 Princes Avenue N10 3LS
- 9 Queens Avenue N10 3PE
- 32 Queens Avenue N10 3NR
- 39 Queens Avenue N10 3PE
- 6-69 Russell Road N15 5LT
- 10 Talbot Road N15 4DH

These properties are to be retained as HRA Hostels, improved and brought up to Decent Homes standards. Surveys were completed and an internal bid submitted for capital resources to fund the works. If unsuccessful in achieving a capital allocation then options of leasing to housing associations to bring up to standard with HCA grant and/or selective disposal with ring fenced use of the receipts for improvement and retention of the remaining hostels may be recommended.

5.6.10 Deconversions

A further 7 hostels and two adjoining flats are planned for deconversion during 2009/10 and 2010/11:

- 2 Crouch Hall Road N8 8HU
- Landsdowne Road N17 OLL
- 142 Lordship Lane N17 7QS
- 144 Lordship Lane N17 7QS
- 33 Muswell Avenue N10 2EB
- 78 Shepherds Hill N6 5HR
- 226 Stapleton Hall Road N4 4QR

These 7 properties were surveyed in July '09 for conversion to self contained permanent units managed by Homes for Haringey. The full extent of funding for 2009/10 required is £754,832. There is an indicated £300,000 of external grant available from the Targeted Funding Streams for 2010/11. This will not be confirmed until early 2010. A bid will be made for capital resources for top up funding as required.

Discussions are also taking place with Adult Services, Supporting People Team, about an urgent need from Mental Health Providers to lease three properties. If agreed this would be conditional on the properties being brought up to standard by the lessee. Alternatively, if funding is not available in 2010/11 for de-conversion then expressions of interest will be sought from associations to lease properties, providing temporary accommodation for Haringey use brought up to standard using external grant from the HCA.

5.6.11 Temporary to Permanent

140 & 146 Lordship Lane N17 7QS,

These two ground floor flats are located below two hostel units (142 & 144 Lordship Lane proposed for deconversion in the 2010/12 programme) and are to be refurbished and brought up to Decent Homes standard and retained in the permanent stock managed by Homes for Haringey funded from Decent Homes and MRA budgets.

5.6.12 Brunel Walk

An options appraisal does not consider that refurbishment of the existing hostel buildings would represent best value for the Council and instead propose a new build option with a mix of 3 & 4 bed family accommodations with 1 or 2 wheel chair units. The site could be disposed of to a housing association or redeveloped directly by Haringey. In either case, HCA support will be needed to provide affordable housing on the site.

5.6.13 *Redevelopment of the specialist accommodation stock*

Including older people's sheltered and extra care housing, Autistic Spectrum Disorder, specialist drug and alcohol housing, vulnerable young people

5.6.14 *Redevelopment of sheltered housing schemes*

In line with the changing pattern of need and government policy, Haringey is reducing the amount of sheltered accommodation for older people, and seeking to increase provision of extra care housing.

Protheroe House - This is a low rise block comprising 42 1-bed units near Chesnut Road, N17. The scheme is particularly badly laid out, poorly designed, and space is not used effectively. The running costs for repairs and utility costs are high. The scheme would require a significant capital resource to improve to a fully modern standard for layout and space.

Stokley Court – This is a low rise block comprising 47 1-bed units in Hornsey. Property condition is not a significant factor, but there would be high costs for refurbishment and to improve the communal layout to a fully modern standard.

Larkspur Close – This is a low rise development of 37 1-bed units with an unusual design and layout. The scheme has suffered from regular flooding, but the most significant problem with the scheme is the poor design of the properties which have high repair and utility costs. There is substantial doubt that the properties could be brought up to a full modern standard for layout and space. The difficult site conditions and questions about the insurability of properties mean that the site has no residential value.

The Council's Supported Housing Review options appraisal recommends the following approach:

- Redevelop Protheroe House as Extra Care via a Housing Association seeking 40 units
- Dispose of Larkspur Close on the open market for suitable specialist housing (possibly student accommodation)
- Redevelop Stokley Court as 100% general needs rented scheme via Homes for Haringey achieving 60 units

The Council's Cabinet agreed the following recommendations in November 2009:

- That, subject to formal consultation with the tenants and completion of a detailed financial appraisal, Protheroe House be closed and the site redeveloped as a mixed tenure 'extra care' supported housing scheme;
- That Larkspur Close continue as a sheltered housing scheme but not be included in the Decent Homes programme until completion of a comprehensive options appraisal and financial assessment, including the feasibility and cost of completing remedial works converting Larkspur Close to a 'good neighbour' scheme and redeveloping the site and pending a decision being made on its future use.
- That Stokley Court continue as a sheltered housing scheme but will not yet be included in the Decent Homes programme until December 2010 when a decision will be made on its future use.

The Council would like to work with the HCA through the Borough Investment Plan process to look at funding options to increase provision of extra care housing in the borough.

5.6.15 Remodelling of vulnerable people's accommodation

Within the context of delivering Valuing People Now, the anticipated autism bill and transforming social care, Haringey's Learning Disability Partnership have completed a review of all day centres and residential care services. The review proposes to re-develop two existing day centres (Keston and Talbot Road) to provide 8 high supported and specialist flats for adults with Autistic Spectrum Disorder and a further 8 flats for people with complex learning disability and mental health needs. The partnership is also working closely with the borough's main provider of residential care services to remodel and decommission four existing residential care schemes at Burghley Road, Granville Road, Bedford Road and Great North Road, which currently accommodate 20 residents.

Whereas the Partnership already has in place effective relationship with the private sector that it will utilise to develop some of the new specialist housing needed, there will be a need for some social housing capital investment to support this programme. In total we envisage seeking investment to develop 25 specialist one bedroom self contained units that will all conform to the life time home standard

5.6.16 Young people's Foyer

Christian Action Housing Association proposes to develop a new, specially designed Foyer on the site of the old Rosecroft sheltered housing block. The Foyer would provide 40 units of

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accommodation for young people, including teenage parents, 16-17 year olds and those to whom the Council has a responsibility as a result of leaving care. The Foyer will provide supported accommodation together with education, employment and training provision as part of an integrated support planning process. As part of this development, bids will also be made through the HCA to procure secure social housing move on accommodation, to prevent the facility from silting up and to provide young people with incentive to secure low paid work or work based learning opportunities, such as apprenticeships.

5.6.17 Short Life

In past years a number of Council owned street properties were let on licences to housing associations and co-operatives where there was a justified case usually due to the property condition, life expectancy or to meet a specific local need.

However, given the present extreme need for family sized accommodation and as part of the HRA stock asset review to maximise the beneficial use from the Council's properties, where the original decision to licence in no longer applicable, these properties are now being brought back into the permanent HRA stock with vacant possession.

The properties are refurbished to Decent Homes standard and re-let on secure tenancies managed by Homes for Haringey to families from the Housing Register. To date 61 properties have been identified and are in the process of being recovered, refurbished and re-let. Where detailed surveys reveal that funding is required beyond Haringey's available resources other options are being considered such as leasing to RSLs for use as temporary accommodation for Haringey nominees.

5.6.18 Environmentally-led regeneration - Lordship Recreation Ground

Lordship Recreation Ground is a District Park in a central location in Haringey and our regeneration plans for the park will demonstrate how natural open spaces can flourish within a dense urban setting. We are working with local community groups to restore and enhance this key open space. As well as delivering environmental sustainability, this project will support economic competitiveness through the development of environmental technology, skills and eco-jobs. The principal outcomes of the restoration scheme include:

- Substantial community involvement in the development, construction and future management of the Park
- A major new resource for schools and community use for environmental education
- 2 new ecobuild facilities, the City Farm and Environmental Centre and the opened up River Moselle
- A significantly increased number of users from 50,000 per annum to 355,000

- Refurbishment of the Shell Theatre and Lordship Lane Toilet Block building, the historic entrance on Lordship Lane and the Model Traffic Area.
- A new bicycle track for community use
- Extensive landscaping works including the park and the grounds of the Broadwater Community Centre.
- Creation of a new, free to use major visitor attraction in the borough

Over the next three years, Haringey will work in partnership with its local communities and partners across Europe to deliver sustainable programmes that demonstrate how we will use environmental resources more responsibly, develop a low carbon economy and protect and preserve our natural environment.

Haringey and its partners are committed to an environmentally, socially and economically sustainable future in all areas of our activity and policy. The Council would like to work with the HCA through the Borough Investment Plan process to look at funding options to improve the urban environment and increase the amenity of the borough.

5.6.19 *Heritage-led regeneration*

We are about to commence work on site in early 2010 on two heritage-led regeneration grant funded schemes in Bruce Grove town centre on Tottenham High Road:

- One is **Tottenham High Road Partnership Schemes in Conservation Areas (PSiCA)** funded in partnership with English Heritage, Properties 467-477 and 482-488 High Road N17. Funding deadline 31 March 2012
- The other is the third and final phase of **Bruce Grove Townscape Heritage Initiative (THI)** funded in partnership with Heritage Lottery Fund, Properties 512, 518, 520, 522, 524-528 High Road N17. Funding deadline 30 June 2010

Another PSiCA we have secure initial funding for is:

- Myddleton Road N22. This is currently at feasibility and development stage in consultation with the Myddleton Rd Strategy Group. Funding deadline 31 March 2014

The Economic Regeneration department has been successfully awarded grant funding from English Heritage (EH) under Partnership Schemes in Conservation Areas (PSiCA) for historic building improvements along Tottenham High Road, Bruce Grove conservation area and Myddleton Road in Bowes Park. PSiCA is an area-based conservation-led regeneration grant scheme and is the successor to the Heritage Economic Regeneration Scheme (HERS). Haringey has already successfully delivered HERS in Tottenham High Road and Hornsey High Street.

PSICA is concerned with regenerating Haringey's historic heritage and will deliver specialist refurbishment work to a prescribed group of buildings in conservation areas along Tottenham High Road and Myddleton Road. The scheme enables Haringey Council to support the heritage-related costs associated with the preservation and enhancement of conservation areas through building improvements. The work will include restoring building exteriors to their original designs. PSICA offers an exciting opportunity to continue to make conservation-led regeneration improvements in these parts of Tottenham and Bowes Park which will help to preserve and enhance the historic environment for future generations.

In addition to the proposed PSICA projects, the Bruce Grove Townscape Heritage Initiative (THI) is on-going and runs until June 2010. This programme has a similar remit to PSICA and is being implemented and delivered along Tottenham High Road junction with Bruce Grove. This Heritage Lottery Fund (HLF) funded programme intends to address the under-use of buildings and the erosion of heritage quality in areas of conservation importance. The aim of this is to increase people's sense of pride and confidence in these local areas, and create a catalyst for further regeneration

5.6.20 Economic development

5.6.21 Job training and skills programmes

The large-scale investment in Tottenham and Haringey Heartlands will create significant numbers of construction jobs. This presents the opportunity for investment to also address social and economic development priorities in neighbourhoods within the borough characterised by high levels of worklessness.

There are a number of models that can be employed to help maximise the impact of major development schemes to help achieve local strategic outcomes, and to most benefit local neighbourhoods. Best practice examples of these models in London include CHEP+ (Camden Housing and Employment Project) and the Kings Cross Training initiative. A key component of the King's Cross Training Initiative is that it includes an employer-led training and recruitment service, and a similar scheme could be set up as a core part of the proposed Haringey developments.

With the support of partners such as LDA, Jobcentre Plus and the Learning and Skills Council, there are a number of public funding pots that could be accessed to provide match support for an initiative, and help de-risk the involvement of the private sector. The support of the industry body – Construction Skills (the former Construction Industry Training Board) – could also be accessed to create the 'Skills Academy' model that would ensure delivery of innovative training

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techniques, implementation of national quality standards, and the sharing of best practice. Ensuring that developers are made aware of the public sector expectations from the outset will, however, be a critical element of establishing a successful labour and training scheme aligned to the Borough Investment Plan.

5.6.22 *Enterprise facilitation*

As a means of addressing sustainable communities and other key policy objectives, Haringey could seek support for a local enterprise development project that would be focused on generating entrepreneurial activity and self-reliance in the target neighbourhoods where the dependency culture is most entrenched.

There are a number of existing project models to help stimulate entrepreneurial activity in deprived communities – one being the Enterprise Facilitation model of the Sirolli Institute, which has been successful in developing enterprises in deprived and remote places across the globe over the last 25 years. The model, which could be aligned to place making investment programmes as a ‘soft’ community infrastructure project to take place in concert with development activity, improves community capacity by establishing social networks so that would-be entrepreneurs can source the assistance they need from within their own neighbourhoods.

5.6.23 *Estate regeneration*

Notwithstanding the Decent Homes investment programme the Council recognises that there may be parts of the stock where a more fundamental appraisal and approach is required. Potential interventions could range from occasional disposal where stock cannot be sustainably maintained, selective demolition and estate remodelling to address fundamental flaws in layout and design, partial redevelopment of the least sustainable and attractive estate archetypes through to comprehensive estate renewal. This analysis would need to combine both asset management appraisals with an assessment of the sustainability of each place and each intervention would need to be holistic in its approach going beyond the physical intervention.

As well as the need for intervention there may be opportunities too: To provide additional infill housing that could address unmet needs in the locality, diversify tenures or improve the sense and success of the place.

Haringey wishes to develop a coherent, cohesive vision for estate renewal that delivers a long-term sustainable future for our residents. Together with our partners including Homes for Haringey we aim to develop a package of effective estate interventions that can link to and build upon our successful existing programmes such as Decent Homes and Building Schools for the Future. The Council would welcome the HCA’s engagement with this estates review process and to work with the Council in identifying funding and delivery approaches to support a

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subsequent programme of interventions that will assure the sustainability of the borough's stock for the long-term.

DRAFT

Summary

In Summary Haringey is striving towards higher standards of Housing and neighbourhoods all residents will be proud to live in. Although the economic downturn has put pressure on our resources, we are committed to meeting the needs of all our residents.

We want more new affordable homes, safer communities, peace of mind and a better way of life. To achieve our goals, we will work closely with the residents, giving them wider choices and more input in their community.

With our BIP in place, this will enable us to move forward with our goals for the future.