

Agenda item:

[No.]

**CABINET**

On 14<sup>th</sup> September 2010

Report Title: Borough Investment Plan

Report of: Niall Bolger, Director of Urban Environment

Signed :



Date:

1<sup>st</sup> Sept. 2010

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Wards(s) affected: All

Report for: Key Decision

1. Purpose of the report

- 1.1 The purpose of this report is to seek Cabinet approval of Haringey's first Borough Investment Plan.

2. Introduction by Cabinet Member (if necessary)

- 2.1 We are facing unprecedented times in the public sector with budget cuts of between 25% and 40% expected across all services over the next three to four years. Yet despite this, we face increasing demand for the services we offer and in particular demand for affordable housing continues to outstrip available supply year on year. With changes to the Benefits system and increases to VAT among the many changes that will affect the most vulnerable members of society, we can expect an increasing number of people in need of good quality affordable housing as people ~ our residents ~ struggle to meet their financial commitments.
- 2.2 Accordingly, local councils like Haringey need to look at new and innovative ways of delivering our services and using our assets to unlock additional investment to support our key priorities. We need to consider new delivery vehicles that will see us work more closely with the private sector to deliver our programmes and to use our land and property assets ~ and in particular surplus land and property, some of which is a blight on the local area, on Homes for Haringey managed estates ~ to invest in the supply and maintenance of housing.
- 2.3 I believe the approach set out in the Borough Investment Plan provides an opportunity that will position the Council so that it is able to take full advantage of whatever funding is made available from the Homes and Community Agency in future. Only by adopting a shared approach to investment can we hope to deliver new affordable homes, new jobs, improved schools and better transport in Haringey.

### 3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1 The BIP has been developed in the context of local and regional strategies, including: -

- The London Housing Strategy
- The Sustainable Community Strategy
- The emerging Core Strategy and Development Plan Documents
- The Regeneration Strategy
- The Greenest Borough Strategy
- The Council's Housing Strategy
- The Council's Homelessness Strategy

3.2 A key objective within the Strategic and Community Housing Service's Business Plan is to maximise the development of affordable housing, by attracting investment and ensuring effective partnership working, to meet the needs of residents and help build strong and environmentally sustainable communities.

3.3 Council Plan priorities: -

- Encouraging lifetime well-being at home, work, play and learning
- Promoting independent living while supporting adults and children in need

### 4. Recommendations

4.1 It is recommended that Cabinet: -

- i. note the Single Conversation (Investment Planning) process as described in this report
- ii. approve Haringey's Borough Investment Plan, attached as Appendix A
- iii. authorise the Director of Urban Environment to make any minor additions/amendments to the BIP, including updates to the appendices prior to agreement with the HCA
- iv. authorise the Director of Urban Environment to commence discussions with HCA to develop a Local Investment Agreement as the next stage of the single conversation (Investment Planning) process

### 5. Reason for Recommendation

#### The Homes and Communities Agency and the Single Conversation

5.1 The Homes & Communities Agency (HCA) was established in December 2008 as the national housing and regeneration agency for England. The HCA works nationally, but supports the ambitions of local partners to provide better places that offer great homes and good jobs in well-served communities where people enjoy living and can afford.

5.2 The HCA wishes to move away from its traditional grant funding of expenditure to establish a long term investment partnership with local authorities. The 'single conversation' process provides the context for the HCA to agree with local authorities their housing and housing led regeneration priorities. These are then translated into a joint

Local Investment Plan through which each organisation will channel their investment and act as a lever to other public and private sector investment. The HCA has rebranded the single conversation as 'Investment Planning' to reflect this emphasis.

- 5.3 Subject to approval of the BIP by Cabinet and the HCA's London Board, the Council will be required to enter into a Local Investment Agreement (LIA) with the HCA. The LIA will consider individual programmes in more detail and seek to agree levels of investment from all partners to ensure ongoing delivery.

#### Local Investment Plans

- 5.4 Known nationally as Local Investment Plans and in London as Borough Investment Plans (BIP) to avoid confusion with the Transport LIP, the plan sets out the investment required to deliver the agreed vision and economic purpose of the borough. The plan is underpinned by a robust evidence base and includes a set of objectives, linked to the Council's existing strategies. It also details the outcomes and outputs that are expected from each partners' interventions.
- 5.5 The BIP sets out the Council's priorities for housing, growth and regeneration at a strategic level, identifies key sites for development and sets out in broad terms the investment required to make these schemes happen. Once adopted, the BIP will be used by the HCA as part of the Comprehensive Spending Review to help determine its funding in the borough over the period 2011 – 2014.
- 5.6 The BIP takes a comprehensive view of investment in specific areas and as such recognises all strategies and plans with a spatial aspect that already exist. It sits alongside Haringey's Local Delivery Framework (LDF) as the key plan to delivering spatial and themed regeneration in the Borough. Accordingly, it will make a significant contribution to the implementation of the Council's Sustainable Community Strategy (SCS) and related strategies.
- 5.7 As it develops it will need to take account of the emerging localism agenda and cuts in public funding which will require partner agencies to develop innovative ways of bridging the gap between local aspirations and resource allocation.

#### Priorities

- 5.8 The BIP includes spatial and thematic priorities to address specific issues identified across the borough. These were agreed at cabinet on 23 March 2010.
- 5.9 There are three spatial priority areas identified in the BIP that reflect the Council's place making approach to regeneration. The BIP seeks to reinforce the distinct nature and values of these areas while reducing inequalities between them. These areas are: -
- Haringey Heartlands;
  - Tottenham Hale; and
  - Wider Tottenham Area (including Seven Sisters).
- 5.10 In addition, six thematic priorities have been identified that seek to address specific issues such as lack of affordability, homelessness and the ageing and increasingly vulnerable profile of the local population.

5.11 The priorities inter-relate with an expectation that where a spatial area is the focus for investment e.g. Wider Tottenham, provision in that area will address the key thematic priorities as well e.g. need for extra care or specialist provision. The six thematic priorities are: -

- Building balanced communities – reducing east/west polarisation
- Maximising the supply of new housing to meet housing needs
- Improving the existing housing stock – estate renewal and regeneration
- Improving supported housing provision
- Ensuring sustainability
- Economic development and regeneration

### **Strategic Commissioning and Devolved Delivery**

5.12 The single conversation provides an area-based focus to investment moving away from bidding for affordable housing grant, to one of commissioning and partnering. A key outcome is to maximise the leverage of other public and private sector investment into the borough. The BIP supports this by providing the framework through which the council and the HCA can work together as commissioning bodies to establish working relationships with local partners, including Housing Associations, to ensure that investment decisions are based on local strategic priorities.

5.13 This approach fits well with the Mayor's plans for devolved delivery across London with the prospect of councils taking responsibility for a devolved 'single pot' of funding from the HCA in return for commissioning and partnering with other organisations to deliver the priorities set out in the BIP in line with the Mayor's London Strategy. The BIP will be used to help the Council formulate plans to maximise the opportunities from devolved delivery with the Local Investment Agreement acting as the 'gateway' to delivery.

### **Evolving Plan**

5.14 The BIP and emerging Borough Investment Agreement represent an ongoing relationship between the Council and the HCA and propose activities to underpin housing, regeneration and growth in the borough in the three years 2011-2014 and beyond. This means that the BIP and investment agreements will continue to evolve to reflect: -

- changing council, HCA and national and regional government priorities and commitments over time;
- increasing engagement with other public and private sector partners to align investment decisions;
- how council and other public sector land and property assets might be harnessed to draw in private sector investment to increase and speed up housing delivery; and
- the introduction of devolved delivery.

5.15 The BIP has a key role to play in relation to place making where housing investment can support and enable economic development, build communities and address inequalities. The BIP is also a move towards a total place approach seeking to align investment, maximise leverage of external funds and make most efficient use of limited resources.

5.16 The HCA Peer Review Group considered the BIP on 23 August 2010. This was too late to reflect changes in the document before submitting it to Cabinet. The peer review group is made up of local authorities from across the south east and south west of England that have already concluded their single conversation. The aim of this exercise is to exchange

best practice between authorities and help develop BIPs that are fit for purpose. It will not change the factual content of the BIP.

### **Haringey Asset Backed Vehicle**

5.17 As part of the Single Conversation, the HCA has been keen to promote the role of strategic delivery vehicles or joint ventures between the public and private sector as a way of increasing funding for affordable housing and regeneration. The agency has committed £46,000 to enable Haringey to undertake a strategic options appraisal of the different joint venture delivery models for consideration by Members. A separate report will be submitted to Cabinet in October 2010 once the options appraisal has been concluded.

### **Estate Regeneration**

5.18 The public sector is facing uncertain times with significant cuts in capital and revenue budgets resulting in difficult decisions. Although the full impact on affordable housing and regeneration is not yet known, it is clear that HCA investment will fall. This will have an impact on the Council's ability to deliver its priorities not only in relation to meeting its affordable housing delivery targets but also potentially its ability to fund decent homes.

5.19 With this in mind, the Council must consider its options for continuing with estate based regeneration projects beyond the current budgetary constraints. Notwithstanding any prospective for government led competitive bidding rounds, this will require a commitment from the Council on the use of its own land and property assets as investment opportunities.

### **Local authority investment**

5.20 Unlike other English regions, London has retained its Regional Spatial Strategy and affordable housing targets. Haringey and the Mayor have agreed a borough target of 1,115 affordable dwellings (372 per annum) to be provided over the three year period 2008-11, which exceeds the existing LAA target of 1,020 or 340 units per year. Over the three year period 2007 to 2010, at a time of increasing investment in affordable housing, a total of 1389 new affordable housing units were delivered in the borough at an average of 463 affordable units per year. In the current year (2010/11), the projected completions are set to fall below 200 units. This reflects the changing investment landscape compared to recent years which has seen average grant levels from the HCA fall from £130,000 to £100,000 for a typical family home.

5.21 With the HCA anticipating further significant cuts in its funding, and increased competition between boroughs for the funding that remains, the agency has adopted a 'something for something' strategy and signalled the need for local authorities to dig deeper into their own land and capital reserves to make investment contributions to 'bridge' any potential funding gap and enable the future development of affordable housing in their areas to continue. The HCA generally look for authorities to provide a discount/subsidy in return for their investment. This is already happening in Haringey and could lead to a reduction in housing supply if not properly addressed.

5.22 This is difficult for Haringey as the Council does not hold significant capital assets. However the HCA regard failure of councils to use their own assets to invest in affordable housing as increasing the level of public subsidy required to fund a market value receipt for the Council. It is likely that this will be a major point in negotiating the Council's Local Investment Agreement and its ability to attract additional inward investment into the

borough in future.

- 5.23 The Council is currently undertaking an audit of its HRA land and property assets which will be used to map ownership across estates and will include ownership of land assets held by registered providers and private organisations. This will help inform future decisions and will be included within the BIP and investment agreement as they evolve. A report will be brought to a future meeting of Cabinet when this exercise has been concluded.

#### **Delivery and Monitoring**

- 5.24 The BIP will be monitored internally at the Regeneration Stream Board, via a set of outputs and outcomes established through the production of the Local investment Agreements and externally by Transforming Haringey to ensure a joined up approach to investment and intervention is maintained across the sub region.

### **6. Other Options Considered**

- 6.1 Under the current rules of engagement with the HCA, all local authorities in England are required to produce local investment plans and local investment agreements as part of the single conversation (Investment Planning process). Discussions with the HCA London Office have indicated that despite the current uncertainties in respect of both its role and investment potential, councils are still required to complete their borough investment plans. It is anticipated that the priorities and funding requirements set out in the individual plans will be used by the HCA to inform its funding bid to government under the forthcoming Comprehensive Spending Review.
- 6.2 While Investment Planning and the development of borough investment plans and agreements represents the only form of dialogue with the HCA in respect of its future investment plans, local councils should continue with their own separate but related strategies to increase local investment and achieve better value for money. Accordingly, the Council should continue its examination of strategic delivery options, the use of its own land and property assets and the role of the private sector regardless of any future investment from the HCA.

### **7. Chief Financial Officer Comments**

- 7.1 The costs of preparing this plan have been met within existing budgets. External funding from HCA and related bodies is likely to be severely restricted in future years and completion of this plan helps to maximise the Council's chances of receiving the best possible share of available funding, as part of the 'single conversation' process.
- 7.2 Without agreement on the Borough Investment Plan it is unlikely that the Council will be able to agree a Local Investment Agreement with the HCA, which would set out agreed Investment levels on key schemes.
- 7.3 The Borough investment Plan in itself does not commit the Council to any expenditure, however it refers to many projects and schemes that have significant financial implications and progress on these projects will be reported to Cabinet for decision as necessary.

## 8. Head of Legal Services Comments

- 8.1 The "single conversation" flows from the Central-Local Agreement on Housing and Regeneration – June 2009. The Agreement explains how the principles in the Central Local Concordat of December 2007 will be applied in housing delivery and regeneration. Under this Agreement the HCA in pursuing its statutory objectives, has to help Councils bridge the gap between local and national targets. It has to support Councils by (amongst other things) developing a "single conversation" with Councils. There are two basic elements to this single conversation. These are (a) the Borough Investment Plan ("BIP") and if this is approved will eventually lead to (b) the Local Investment Agreement. Both the BIP and the Local Investment Agreement will be essential in bringing HCA funding into the borough.
- 8.2 Members should note that there will be various statutory obligations that the Council will have to comply with in order to achieve the objectives set out in the BIP. The Head of Legal Services is being consulted on the various aspects of the BIP and advice is being given as and when required.
- 8.3 A further report must be presented to Cabinet once the terms of the Local Investment Agreement has been agreed for final approval

## 9. Equalities & Community Cohesion Comments

- 9.1 Minority and disadvantaged groups have a higher than average dependence on affordable housing and increasing housing supply, especially of social rented housing, will be beneficial for those groups in helping to meet their housing needs.

## 10. Consultation

- 10.1 The priorities and approach contained in the BIP have been endorsed following engagement with key partners. Regular liaison meetings have taken place with the HCA, workshops have been held with developers and housing associations and presentations made to the Council's Property Regeneration Board and Transforming Haringey. The Plan has also been considered by CEMB and CAB Policy Forum.
- 10.2 A draft BIP was considered by Cabinet at its meeting on 23 March 2010 and this version of the document represents an evolution following this consultation.
- 10.3 Various groups, including Transforming Haringey and the Councils Registered Provider Developer Forum will link into the continuing evolution of the BIP and development of local investment agreements to support ongoing delivery and ensure partner 'buy in'.

## 11. Service Financial Comments

- 11.1 The Borough Investment Plan details the major investment plans by Haringey, the Homes and Communities Agency and their partners for the period 2011 to 2014. The plan aims to maximise investment into the Borough from the HCA and the private sector. It also aims to maximise the utilisation of the council's own assets.

11.2 There is a shortage of affordable homes in the Borough and successful delivery of new social housing; the improvement of existing social housing and bringing back empty homes into use will all contribute towards meeting housing need and limiting the demands on the homelessness budget.

## 12. Use of appendices

12.1 Appendix A of this report contains the Borough Investment Plan.

## 13. Local Government (Access to Information) Act 1985

13.1 This report contains only non-exempt information.



# THE BOROUGH INVESTMENT PLAN

## 1 Introduction

The Haringey Borough Investment Plan (BIP) is part of Haringey Council's Single Conversation with the Homes and Communities Agency (HCA). It provides a strategic framework detailing partner priorities and principles of investment to deliver the vision for Haringey of 'a place for diverse communities that people are proud to belong to'.

The Haringey BIP is underpinned by local, sub regional, London and national strategies and provides a structure for future investment from the HCA and other partners that are integrated with all aspects of regeneration and growth. This comprehensive investment approach will ensure the delivery of a sustained regeneration of the borough creating places where people want to live and work.

The BIP will provide a long term coherent plan for determining investment. The Plan covers the period 2011 to 2014.

The Haringey BIP will: -

- set the local and strategic context for future investment in housing and regeneration
- set out spatial priorities and lay the foundations for a place making approach to the transformation of Haringey
- outline the key thematic priorities that reflect the borough's housing need
- examine previous, current and planned investment in housing and regeneration
- establish a robust commercial, economic and financial business case for new delivery and investment models maximising the borough's potential and increasing Value for Money (VFM)
- estimate the funding and investment gap and set out the principles of future co-investment in housing and regeneration
- outline how Haringey Council will work in partnership with partners to achieve VFM and show how Transforming Haringey will play a key role in future governance arrangements
- set out the key principles to monitor and review the Plan, ensuring it remains a living document.

The Haringey BIP has been developed in partnership with the HCA and Transforming Haringey. Its emphasis lies in the need to bring together public and private sector organisations to work towards the council's priorities of delivering: -

- A cleaner, greener Haringey
- A safer Haringey
- A healthy, caring Haringey
- A thriving Haringey
- High quality, efficient services

## CONTEXT

Summary of key points: -

- The population is expected to grow by 15% by 2026
- Nearly 50% of the population is Black or a minority ethnic group
- Haringey is the 6<sup>th</sup> most deprived London Borough with the 9<sup>th</sup> highest migrant population
- There is a distinct East/West divide in relation to socio-economic status and housing tenure
- Over 50% of unemployed residents have not worked in the past 2 years
- In 2005 there were 20,000 households on the housing waiting list
- There is a housing target of 1,115 dwellings between 2008-2011

## 2 A place of strategic opportunity and local need

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.

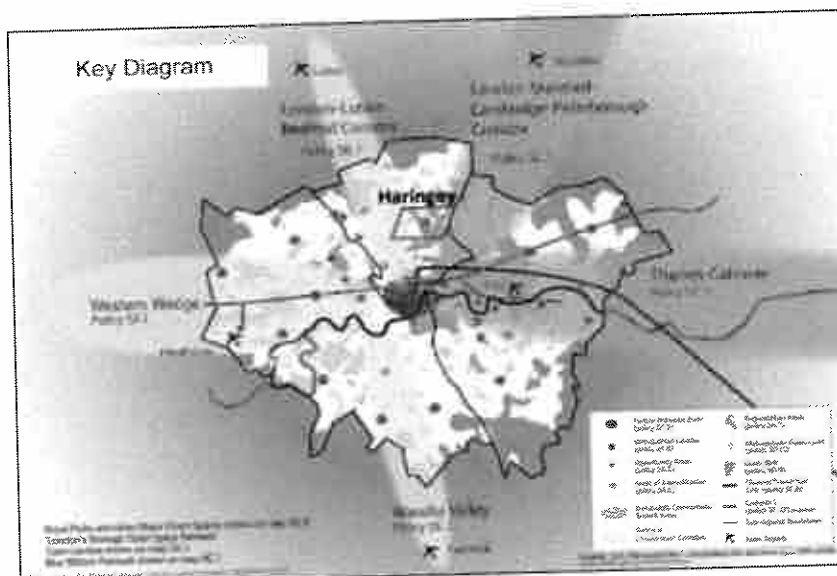


Figure 1: London Plan key diagram 2008

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 developments sit. The borough stretches from the prosperous neighbourhood of Highgate in the west to Tottenham in the east and contains six main centres. Wood Green is a Metropolitan Centre in the London Plan – one of eleven in London. Tottenham High Road, Crouch End, Green Lanes, Muswell Hill and West Green Road are classified as District Centres.

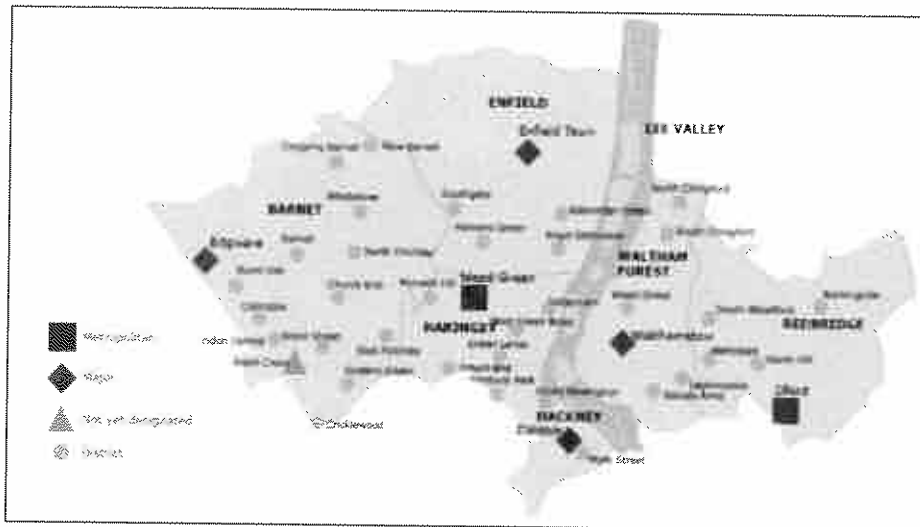


Figure 2: Town Centres in North London

### Population and demographics

Haringey is home to over 228,000 people living in an area of 30 square kilometres. The population is projected to grow by over 15% to more than 260,000 by 2026<sup>1</sup>.

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 speaking English as an additional language.

Haringey has a young population with a high birth rate. The borough 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.<sup>2</sup> This proportion has declined slightly, from 9.6% in 2001, a pattern consistent with London as a whole, where the population has declined over the same period from 12.3% to 11.7%. Male life expectancy in Haringey's wards varies from 78.8 years in Highgate to 70.6 years in Tottenham Green.

<sup>1</sup> LDF Core Strategy 2011-2026

<sup>2</sup> 2006 Mid-Year Population Estimates, Projecting Older People Population Information (POPPI)



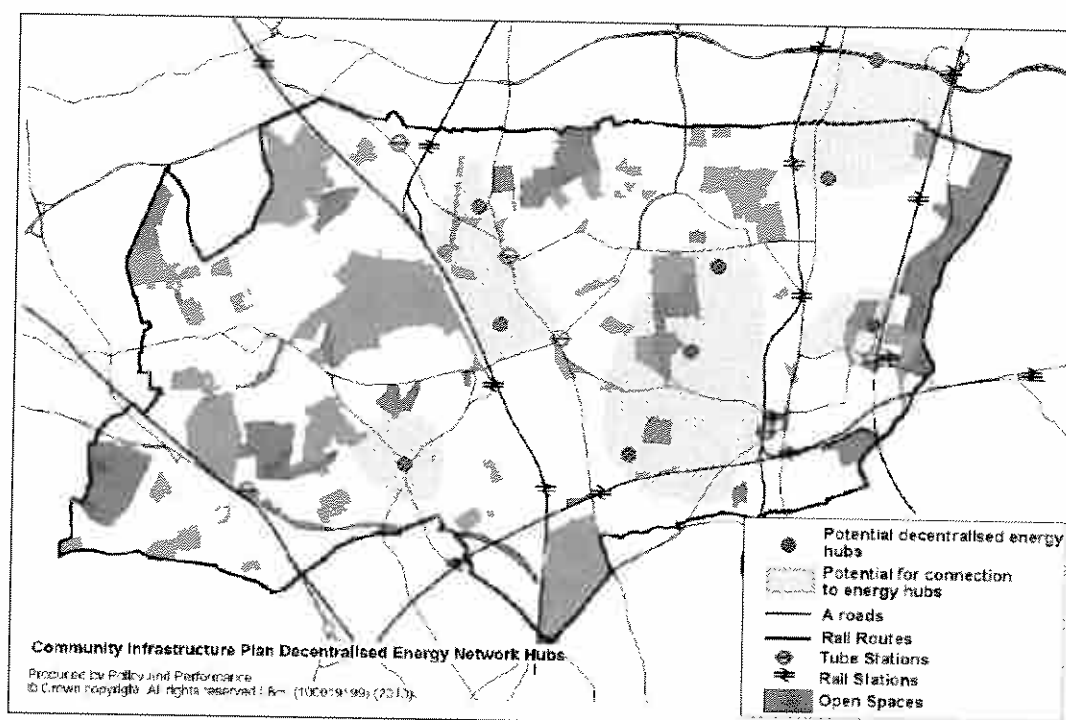


Figure 4: Potential decentralised energy hubs in Haringey, Core Strategy 2011 - 2026

## Economy

In 2006 there were approximately 61,000 jobs in Haringey (excluding self-employment) - an increase of 13.4% since 1996. This is comparable to growth in Great Britain overall (13.8%) but 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 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.<sup>3</sup> 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.<sup>4</sup>

<sup>3</sup> Core Strategy 2011-2026

<sup>4</sup> 2009 Haringey Employment Study - Update

## 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 inner London. 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.

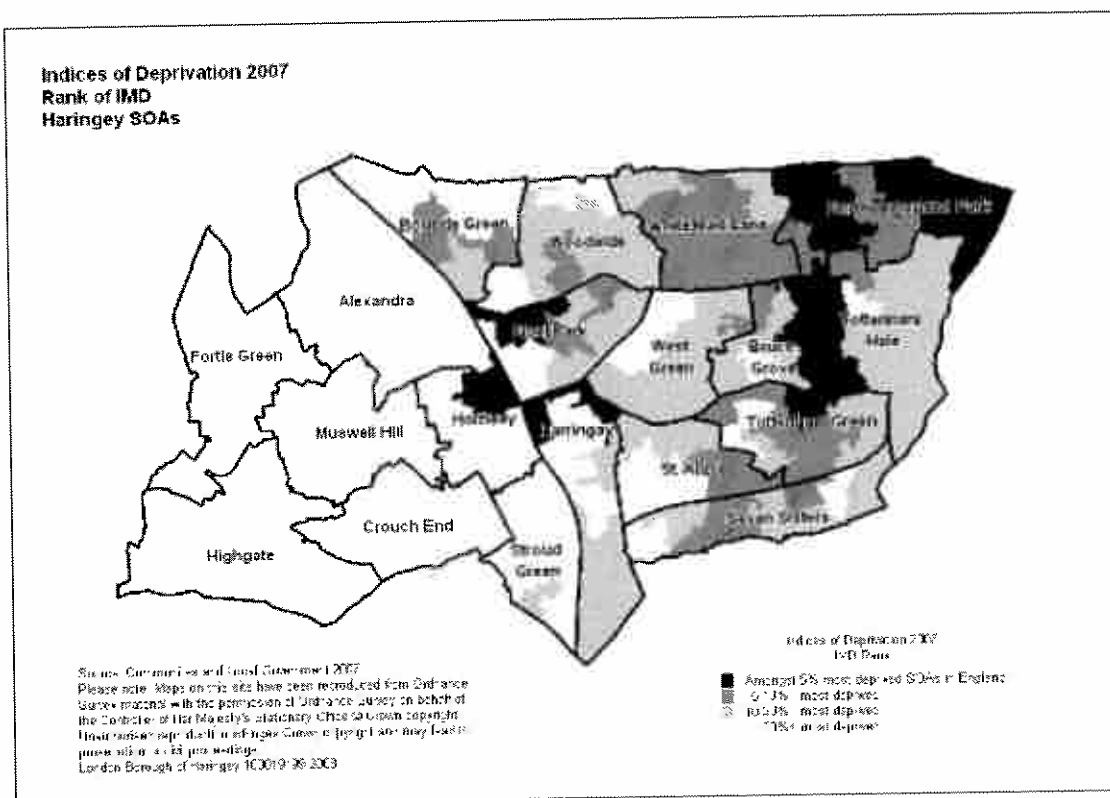


Figure 5: Map of the indices of deprivation 2007 rank of IMD Haringey super output areas (SOA's)

In August 2009, 6.2% of Haringey's residents were claiming Job Seekers Allowance, far higher than the London (4.4%) and national (4.2%) claim rates. Haringey's economy is restructuring and is losing jobs in declining sectors at a faster rate than elsewhere.

Economic activity rates have fluctuated since 1996 in a way that does 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. Weekly wages in Haringey are consistently much lower than the Greater London average.

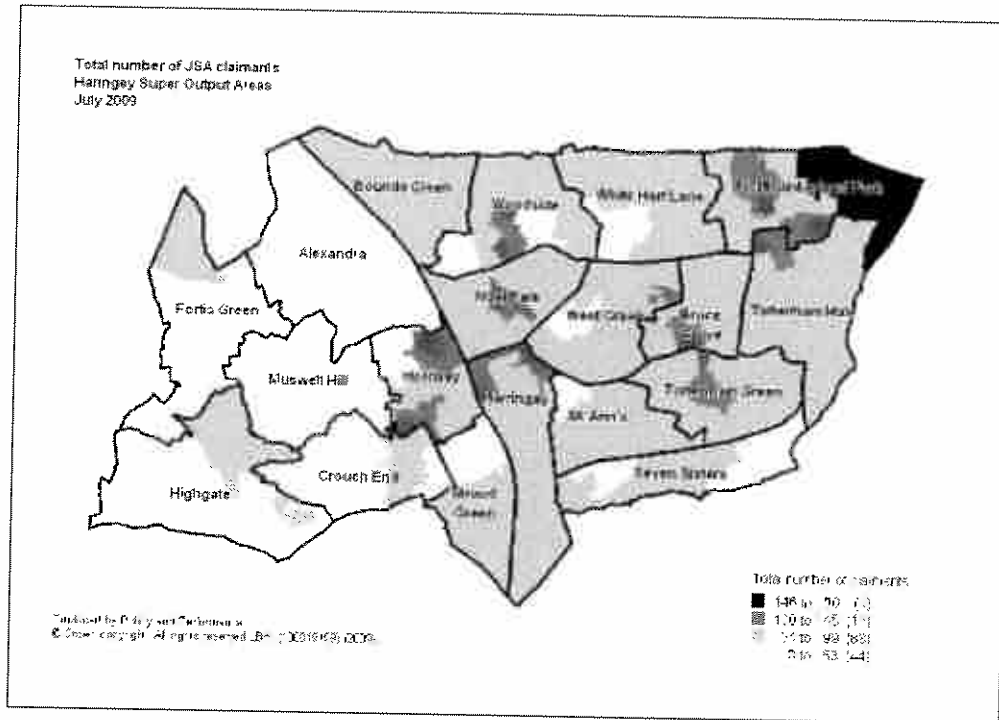


Figure 6: A map of the amount of JSA job claimants in the borough

### Fuel Poverty

The east-west polarisation demonstrated by the spatial statistics on deprivation and unemployment is also reflected by the estimated incidence of fuel poverty across the borough, demonstrated in Figure 7 below.

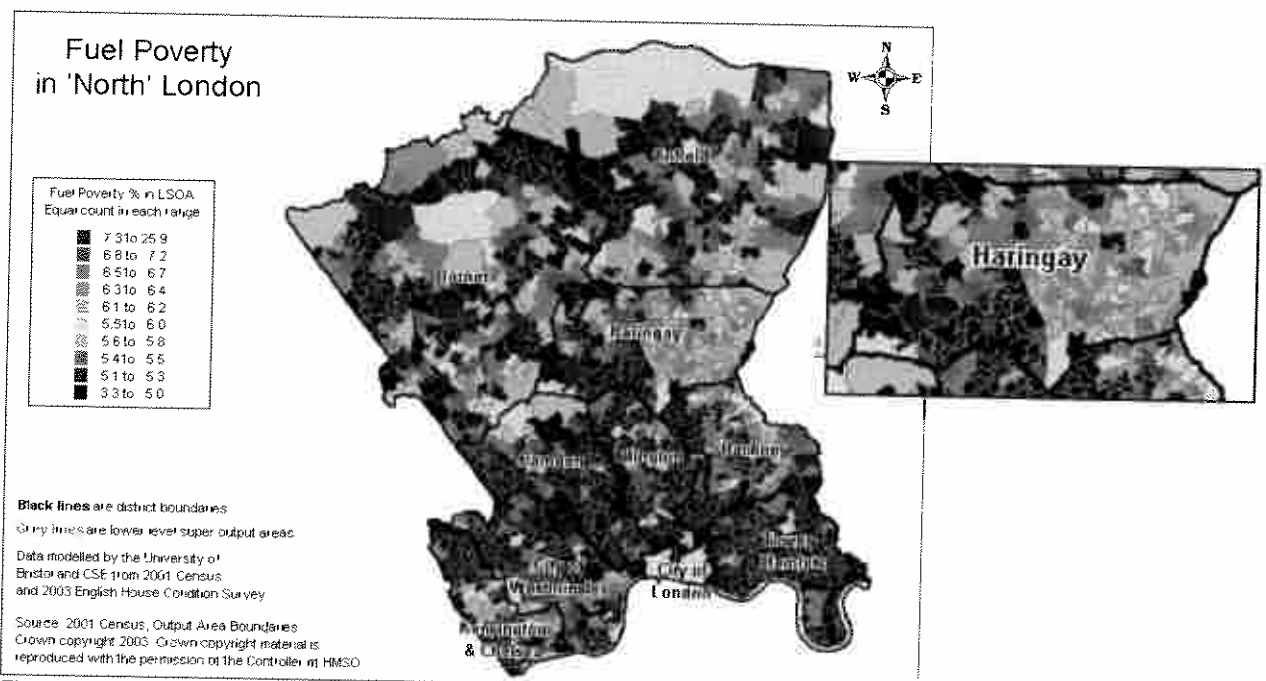


Figure 7: Fuel poverty in North London. Map courtesy of the Centre for Sustainable Energy.

### Housing

Housing investment is critical to tackling Haringey's problems of deprivation, and in particular concentrations of deprivation in certain areas of the borough. In the latest Place survey, 26% of local residents consider affordable decent homes to be the most

important thing in making somewhere a good place to live, while 17% think that it is the thing that most needs improving in the local area.

**Tenure:** Housing provision and tenure patterns closely mirror the wider social and economic east/west polarisation. The following table shows the tenure mix within the east and west of the borough.

Tenure	East		West	
	No.	%	No.	%
Owner Occupation	23,843	41	18,397	55
Social Rented Sector (All)	21,943	37	5,947	18
Private Rented	10,488	18	8,069	24
Other	2,470	4	1,013	3
<b>All households</b>	<b>58,744</b>	<b>100</b>	<b>33,246</b>	<b>100</b>

Table 1: Tenure mix within the East/West of the Borough

The concentration of owner occupation is in the west (55%) with 41% in the east. The outright number and proportion of social housing is significantly lower in the west (18%) than in the east (37%). Such an imbalance in tenure mix can have a detrimental effect on the sustainability of local communities.

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%

Table 2: Recommended family home sizes in comparison to tenure

In addition, 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.

**Price and affordability:** House prices within Haringey vary significantly, and again show an east / west split with average prices in the west being substantially higher than those in the east. The average prices in Tottenham (east) is about a third lower than the borough average while in Muswell Hill (west) it is over a quarter higher than the average.

While the recession and banking crisis saw average house prices fall during 2007/08, the long-term trend is for prices to increase. Average house prices rose by 6.8% from February 2009 to February 2010 to £318,645, significantly higher than increases in both inflation and wages over the same period. These trends are similar across 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 at £33,301 per annum, making average house prices more than nine times average earnings. The highest average incomes (over £50,000 per annum) are found in Highgate, Muswell Hill, Fortis Green and Alexandra, all in the west, whilst the lowest



average incomes (under £20,000 per annum) are found in the east in the areas of Northumberland Park, Tottenham Green, White Hart Lane and Tottenham Hale.

Tighter lending criteria for mortgages has led to typical deposits of around 20% to access the mortgage market. This has led to many people being priced out of the market due to their inability to obtain a mortgage with deposits for an average house in Haringey at around £65,000.

**Housing needs:** A combination of tenure imbalance, affordability pressures and a perception that Haringey does not offer 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) has resulted in a number of considerable housing policy challenges: -

- 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 July 2010 there were 3,434 households living in temporary accommodation in Haringey, of which 802 are in emergency accommodation
- 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

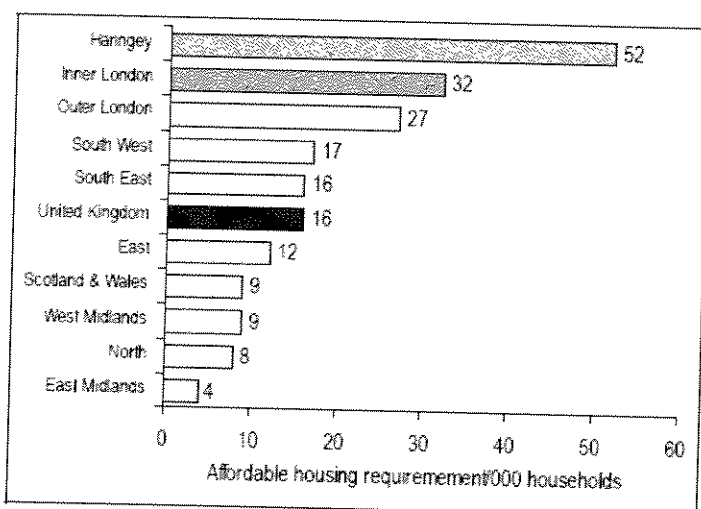


Figure 8: Haringey's affordable housing requirement 2007-2012

- 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 CO<sub>2</sub> emissions in Haringey
- Haringey is seeing increased demand for supported housing provision for people with dementia, learning disabilities, autism and aspergers, mental health needs, physical disabilities and people with substance misuse problems

Meeting these needs 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.

**Housing 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.

Haringey has exceeded this target and delivered 784 net additional homes on average each year from 2005/6 to 2007/8. The housing trajectory shows that Haringey can 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. However, there are major challenges to achieving this.

In line with the London Plan, Haringey applies an affordable housing target of 50% on all residential developments with a capacity for 10 or more homes. 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.

In most cases, the proportion of affordable housing will be calculated by number of habitable rooms rather than units. The precise mix on individual sites will have regard to issues such as the existing proportion of social rented housing in the ward, the suitability of the site for family housing and individual site costs and viability.

### Pipeline and land capacity

In March 2007, there were 2,699 units in the development pipeline, comprising sites with unimplemented planning permissions and sites where development was underway. The majority of housing supply (78%) is on large sites (over 0.5 ha.).<sup>5</sup>

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	531
Small sites (assumed)	3,610	361
Non-self contained	0	0
Vacancies returned to use	280	28
<b>Total</b>	<b>9,203</b>	<b>920</b>

Table 3: Summarising the Strategic Land Availability Assessment capacity

### 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

<sup>5</sup> Housing SPD (2008)

the east of the borough and the aspiration to create mixed communities through private housing in these locations, the Council's 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 will explore how the development of affordable housing can be promoted on both public and private sites in the west of the borough.

**Planning performance**

Key to the continued success of meeting Haringey's Housing Provision Target is the Council's performance as local planning authority in determining planning applications. While this 'turnaround' time is good (78% of major applications determined in 13 weeks – see table below), the economic downturn has significantly reduced the number of planning applications being submitted.

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

**Table 4: Planning Applications determined by the Council 2008/09**

### 3 Policy Context

#### London Housing Strategy

In the 2010 London Housing Strategy the Mayor sets out his vision for housing in London to: -

- Raise aspirations and promote opportunity: by producing more affordable homes, particularly for families, and by increasing opportunities for home ownership through the new First Steps housing programme;
- Improve homes and transform neighbourhoods: by improving design quality, by greening homes, by promoting successful, strong and mixed communities and by tackling empty homes;
- Maximise delivery and optimise value for money: by creating a new architecture for delivery, by developing new investment models and by promoting new delivery mechanisms.

The Council pays full regard to this Strategy when making decisions about the provision of housing in the borough.

#### 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 increase the supply of affordable housing, reduce overcrowding and 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.

The Sustainable Community Strategy is supported by a range of complimentary strategies and policy documents, which set out how the council will structure its services, work in partnership with stakeholders and make key decisions over future development and investment opportunities to deliver continued improvements and value for money. The following strategies and policy documents are central to the successful transformation of Haringey: -

- Local Development Framework
- Regeneration Strategy
- Greenest Borough Strategy
- Housing Strategy

#### Local Development Framework

Haringey's emerging Core Strategy 2011-2026 will replace Haringey's Unitary Development Plan (UDP) 2006 as the spatial framework for the development of new housing and the wider transformation of the borough. This Strategy is at the 'pre-submission' public consultation stage with final adoption planned for 2011. 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.'*

By placing housing development at the centre of the Council's plans for Haringey's transformation, the Core Strategy seeks to manage *"development with people at the heart of change by delivering new homes and new jobs, in locations supported by employment and social infrastructure."*

The Core Strategy addresses the strategic and local development needs including housing, employment, retail and leisure and community provision. By meshing with the Community Strategy and other corporate and service plans, it covers both the spatial aspects of place shaping and the physical aspects of location and land use. It aims to ensure places are attractive, sustainable and successful and contribute to social inclusion, economic prosperity and environmental quality.

The Core Strategy guides the content of the other Development Plan Documents (Sites Allocation, Development Management and North London Waste Plan). Through the Core Strategy the Council is planning to prepare Area Action Plans for Tottenham Hale, Tottenham High Road Corridor, Northumberland Park, Seven Sisters and Wood Green/Haringey Heartlands.

#### Development Plan Documents (DPD)

**Sites Allocation DPD:** This sets out the details of sites for future development to meet the housing, employment, retail, education, health and leisure needs of the borough over the 15 years of the Core Strategy. The majority of the sites identified in the DPD are housing sites that will deliver the borough's future housing target.

**Development Management DPD:** This sets out the detailed planning policies to deliver the strategic spatial policy objectives of the Core Strategy. It will assist in influencing, developing and determining development proposals submitted to the Council. It aims to ensure that future developments meet the aspirations of the Council, landowners, investors and local communities in delivering sustainable buildings, energy efficiency and quality design and environment. This is being progressed in tandem with the Sites Allocation DPD.

Area Action Plans - Five areas of the borough are proposed for Area Action Plans: -

- Tottenham Hale
- Wood Green/Haringey Heartlands
- Tottenham High Road Corridor
- Northumberland Park
- Seven Sisters.

The first two are the areas already designated to accommodate the greatest growth. The other three are newly identified areas for focused action to promote growth (albeit of a lesser scale) and regeneration proposals.

The AAPs will provide a framework for reviewing the wider neighbourhoods and set a clear vision and aspirations for their development and regeneration. These Plans will allocate land-uses and detailed planning policies that will deliver place shaping, a mix of uses to meet future community needs for services and infrastructure and a high quality sustainable environment. Consideration is also being given to preparing Investment and Delivery Strategies for each of these areas as an alternative to formal AAPs to provide a more focused approach to engaging with local communities and encouraging investment.

## Regeneration strategy

The Regeneration Strategy puts People, Places and Prosperity at the heart of regeneration in Haringey. The Strategy has three key priorities: -

- 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
- 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
- Develop a 21<sup>st</sup> 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

By using its assets and strategic influence the Council can encourage and support all stakeholders to become more active in the long term regeneration of the borough.

## Greenest borough strategy

Developed by the Haringey Strategic Partnership, with a clear vision to “work together to tackle climate change and secure a clean, safe and environmentally sustainable future for everyone living, working, visiting or studying in Haringey”, the Greenest Borough Strategy 2008/18 seeks to reduce borough-wide carbon dioxide emissions by 40% by 2020. This is referred to as the 40:20 target. This vision is underpinned by the following seven priorities: -

- Improving the urban environment
- Protecting the natural environment
- Managing environmental resources efficiently
- Leading by example
- Ensuring sustainable design and construction
- Promoting sustainable travel
- Raising awareness and involvement

Over half of CO<sub>2</sub> emissions in the borough come from the domestic sector. Decentralised energy has been identified as the most significant single measure that will contribute to meeting the Council’s CO<sub>2</sub> emissions reduction targets.

## Housing strategy

The Council’s Housing Strategy 2009/19 outlines the main housing issues that affect the borough. These are: -

- high cost of market housing
- high levels of housing need
- a shortage of settled affordable housing
- high levels of homelessness and temporary accommodation
- some areas are characterised by poor housing conditions
- problems associated with multiple deprivation parts of the borough
- a shortage of affordable family sized housing

In setting out how the Council can overcome these problems, the Housing Strategy aims 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: -

- 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)
- ensure housing in the borough is well managed, of high quality, and sustainable (improving standards of decency, design, and energy efficiency)
- 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
- 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)
- 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)

As well as complimenting other corporate strategies, the Council's Housing Strategy encompasses and supports a range 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 – adopted 2010
- Overcrowding and Under-Occupation Strategy – to be completed 2010
- Rough Sleepers Strategy – adopted 2010
- Older People's Housing Strategy – to be completed 2011
- Private Sector Housing Strategy – to be completed 2011

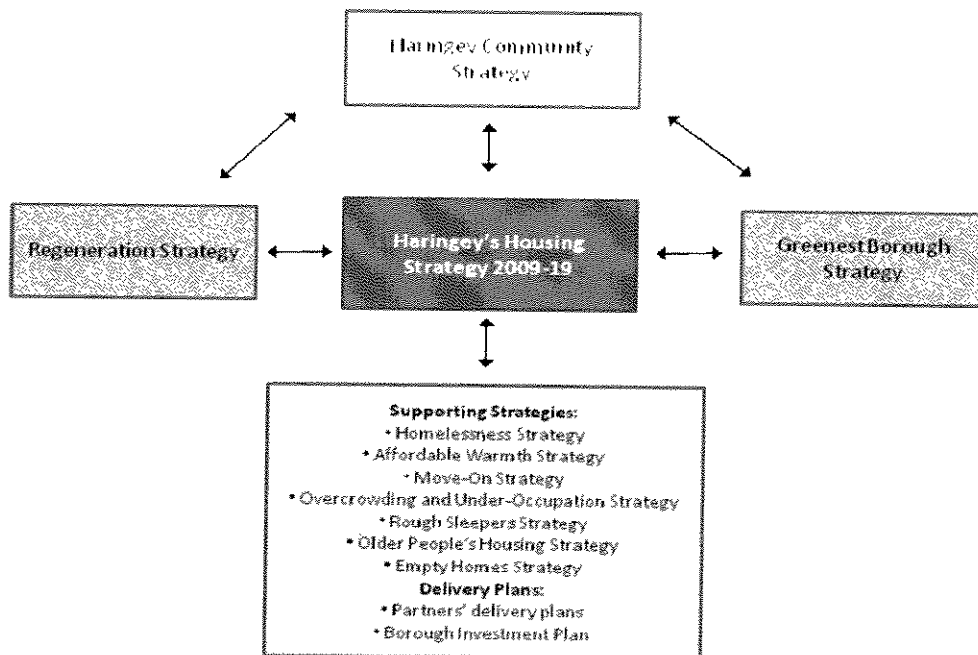


Figure 9: A diagram showing the internal relationships between strategies

## INVESTMENT AND PARTNERSHIPS

### Summary of Key Points:

- Public and private investment is crucial for sustainable development
- Investment in key sites include;
  - Tottenham Hotspur FC
  - Tottenham Gyrotory System
  - Hornsey Town Hall
- Inclusive partnership agreement with developing registered providers
- Innovative housing solutions will include – Haringey Development Vehicle, strengthen existing partnership working

### 4 An investment opportunity - investing for the future

Underpinning the Council's approach to investment is the principle, set out in the 2007-16 Community Strategy, of 'People at the heart of change'. As an area of strategic opportunity and local need, the Council and its partners are committed to attract the investment needed to improve the quality of life for existing as well as new residents and businesses. The scale of the challenge is substantial as earlier sections have shown. The Council and the Strategic Partnership are committed to meet those challenges.

A combination of public and private sector investment is crucial for sustainable regeneration. When the economy was stronger, private sector investment could see an effective return from many schemes in the borough. Major private investment is still happening and the proposed Tottenham Hotspur FC development should provide a major catalyst for further private investment in Tottenham as well as being a major benefit for local businesses.

Public sector investment is also vitally important both to provide the infrastructure needed associated with new development (it is often the case that the full cost of this infrastructure cannot be borne solely through s106 agreements) and to support the provision of affordable homes to ensure a balanced community and help meet local housing needs.

The Council's investment programme, obviously substantially constrained in the short-term, is still supporting major regeneration schemes. The environmental transformation that the Tottenham Hale Gyrotory Scheme will bring for Tottenham should not be under-estimated and the Council, HCA, TfL and LDA are jointly funding this to underpin future private and public sector investment in new homes and jobs.

In the centre of the borough, in Hornsey, the Council is re-investing a major land sale receipt towards the restoration of Hornsey Town Hall to create a new community and enterprise hub. The asset will be passed to the Hornsey Town Hall Creative Trust to spearhead the restoration. The Council is also investigating the potential benefits of a special purpose 'Haringey Delivery Vehicle' to undertake new development using Council-owned land as a catalyst for regeneration.

The Council has a good track record of working with private and public sector partners to secure sustainable regeneration. It appreciates the strong support the HCA has provided for recent schemes in the borough and looks forward to that continuing on schemes in the future as outlined in this BIP.



## 5 Shared principles of investment and partnership

The Council works closely with a range of partners to co-ordinate and maximise inward investment into the borough. Due to the increasing pressures on public funding, the Council and its partners will be required to strengthen this shared approach and develop innovative solutions to future housing and regeneration initiatives rather than relying on the traditional approach of grant aid.

**Haringey Strategic Partnership:** Haringey Strategic Partnership (HSP) is the Local Strategic Partnership for the London Borough of Haringey. It brings together the public, private, voluntary and community sectors to work in partnership to improve the quality of life for all who live, work in, and visit Haringey. It sets the overall context for the borough within which this Plan is framed and will hold a key governance role.

**Transforming Haringey:** A high level group chaired by the Greater London Authority (GLA) consisting of the key partners involved in delivering sustainable regeneration to Haringey. Partners include the Council, the London Development Agency, Transport for London and the Homes and Communities Agency and meet regularly to discuss and agree delivery and investment programmes.

**Homes and Communities Agency (HCA):** The HCA vision for the Region is to create opportunities for people by improving their access to high quality accommodation across tenures, transforming the physical fabric of communities, and by helping to build the basis for economic prosperity.

The HCA's priorities for London are to: -

- partner with the boroughs, the private sector and the affordable housing sector to deliver well-designed homes that people can afford and wish to live in
- support boroughs in the effective delivery of the Decent Homes programme and tackling growing waiting lists for social rented housing
- work with partners to support housing delivery through the development of brownfield sites
- support delivery of the Thames Gateway and the London 2012 Olympics

The BIP will be used as a mechanism to channel HCA investment into specific schemes and programmes which adhere to either spatial or thematic priorities through a commissioning approach. Any HCA investment must ensure high quality standards in line with the HCA's minimum standards on design and sustainability and provide employment and training for local people.

**Homes for Haringey:** Homes for Haringey ALMO was established in April 2006 to manage Haringey's housing stock of 21,000 properties. The ALMO achieved two star status in May 2007 and in January 2008 the government awarded £198.5m to Haringey's Decent Homes programme. The latest performance figures for 2009/2010 show Homes for Haringey has exceeded its target of reducing non decency to 30% with the actual position as at March 2010 showing that 27% of the stock remains non decent. The Council has recently introduced a new ALMO Client Team within the Strategic and Community Housing Service with a remit of working with the ALMO to ensure it continues to provide an excellent housing management service whilst delivering improved Value for Money. A key focus of this work will remain the delivery of the Decent Homes programme.

**Registered Providers:** There are more than 60 housing associations managing over 12,000 properties in the borough. Three housing associations, London & Quadrant Housing Trust (1,917 units), Metropolitan Housing Trust (1,565) and Circle 33 (1,401) own and manage over 40% of the housing association stock in the borough, with many others managing only a small number of units. The Council believes that such fragmented ownership does not represent the most efficient way of managing the borough's social housing stock, and is currently working with local registered providers to develop an approach to stock rationalisation.

We recently replaced the long standing Preferred Partnership Agreement which existed between the Council and a small number of housing associations with an all inclusive Partnership Agreement setting out the principles for effective and constructive partnership working. This is supported by the RP/Developers forum to improve collaboration further and is underpinned by regular liaison meetings with all registered providers (Registered Providers Development Group).

**North London Sub Region:** The Council is an active member of the North London Housing Sub-Region which was established in 2003. It is made up of 6 local authorities (Barnet, Camden, Enfield, Haringey, Islington and Westminster), and is the second largest sub-region within London, home to 1.36 million people.

The sub-region is a formal partnership designed to deliver efficiencies and savings in the procurement and commissioning of services and to maximise existing resources/attract additional funding, promoting 'added value' in the way these are used.

Six key priority areas have been identified to help focus the work of the sub-region: -

- Increasing the supply of permanent affordable housing
- Meeting the needs of homeless households
- Tackling overcrowding and providing much needed larger family-sized homes
- Promoting mobility and choice
- Contributing to the development of balanced and sustainable communities
- Improving the quality of all housing

The sub-region has a strong track record in the delivery of affordable housing, and significant capacity for further development. Many of these opportunities are located in well established communities, supported by good infrastructure and services. Investment requirements for affordable housing are comparable to other parts of London (including East London/Thames Gateway). The sub-region is therefore well placed to attract and secure significant levels of funding, and will continue to lobby for further resources.

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.

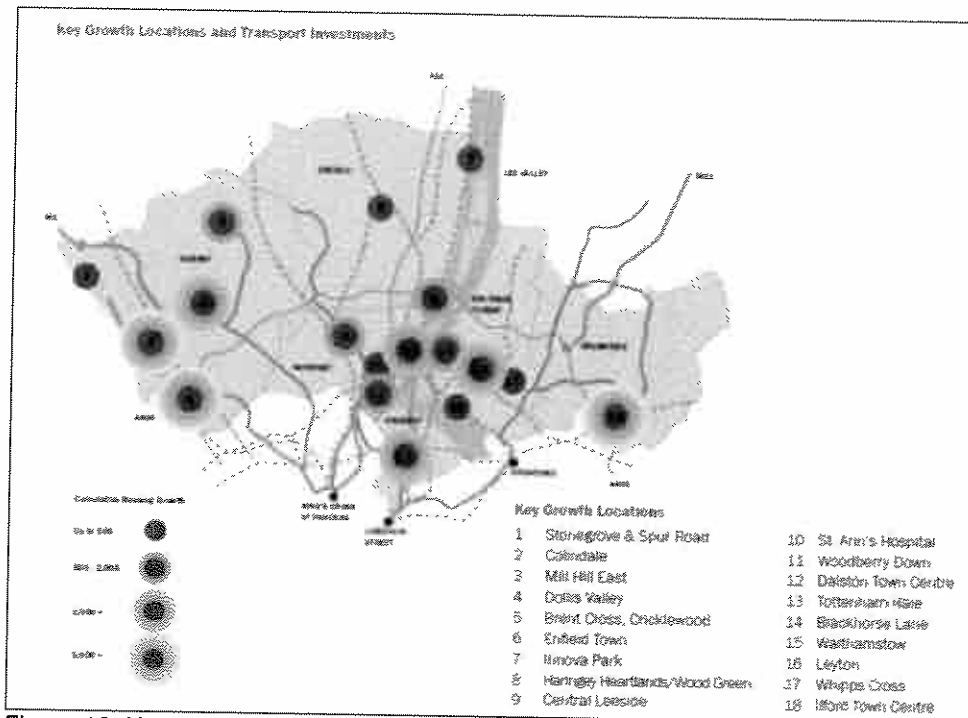


Figure 10: Housing growth and transport investments in North London to 2017

**North London Strategic Alliance:** Haringey 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 seeks to raise the profile of North London and increase public and private sector investment into the sub-region to address the following issues: -

- Coordinating housing growth with social and transport infrastructure;
- Supporting the outer London economy, including promoting the role of town centres;
- Increasing access to employment through skills development and training; and
- Promoting a vision for the Upper Lee.

Through the NLSA, the boroughs of Haringey, Enfield and Waltham Forest together with the London Development Agency and the Greater London Authority have worked to develop a new vision that can guide the future of the area over a 20-30 year period. The vision seeks make better use of assets including Upper Lee Valley and Central Leaside by reversing economic decline, improving internal and external transport, promoting sustainability and making better use of urban land.

The NLSA appointed GVA Grimley to advise on housing delivery across North London (comprising the boroughs of Barnet, Enfield, Hackney, Haringey, Redbride and Waltham Forest) focussing on the potential of smaller sites (0.25ha to 2ha).

The purpose of the study was to identify and gain a better understanding of this capacity, identify barriers to delivery and make recommendations on how these can be overcome in order to achieve the following objectives: -

- Encourage co-ordinated development activity where possible across the six boroughs
- Support and inform borough and public agencies in their role in delivering spatial development and growth; and
- Ensure that North London has a strong offer in respect to public sector funding opportunities and investment from the private sector

GVA Grimley selected 10 representative sites across the region to investigate in more detail in order to identify site specific/localised barriers to delivery. Three sites from Haringey were included in the study: -

- 341 – 379 seven Sisters Road
- Gourley Place, South Tottenham; and
- Magistrates Court, Lordship Lane

# PRIORITIES

## 6 Thematic priorities

<p>Summary of Key Points:</p> <ul style="list-style-type: none"> <li>• Overcome the socio-economic polarisation between East and West</li> <li>• Retrofitting existing stock – estate renewal and improvement</li> <li>• Improving and supporting supported housing provision</li> <li>• Utilising innovative sustainable technologies to reduce fuel bills for tenants</li> </ul>
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Haringey's thematic priorities are based on those set out in the Sustainable Communities Strategy and Housing Strategy 2009 – 2019. The following have the greatest relevance to the BIP.

BIP Thematic Priority	BIP Action	Links to Sustainable Community Strategy	Links to Housing Strategy
Building balanced communities – reducing east/west polarisation	<ul style="list-style-type: none"> <li>• Tailored package of development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• People at the heart of change</li> <li>• Healthier people with a better quality of life</li> </ul>	<ul style="list-style-type: none"> <li>• Meet Housing Need through mixed communities</li> <li>• Make all homes in the borough a part of neighbourhoods of choice</li> <li>• Ensure all housing in the borough is well managed and of high quality and sustainability</li> </ul>
Maximising the supply of new housing to meet housing needs	<ul style="list-style-type: none"> <li>• Registered provider new build</li> <li>• Council new build</li> <li>• High quality design</li> <li>• Dwelling size mix</li> </ul>	<ul style="list-style-type: none"> <li>• People at the heart of change</li> <li>• Healthier people with a better quality of life</li> <li>• An environmentally sustainable future</li> </ul>	<ul style="list-style-type: none"> <li>• Meet Housing Need through mixed communities</li> <li>• Make all homes in the borough a part of neighbourhoods of choice</li> <li>• Ensure all housing in the borough is well managed and of high quality and sustainability</li> <li>• Contribute to creating the Greenest Borough</li> </ul>
Improving the existing housing stock - estate renewal and regeneration	<ul style="list-style-type: none"> <li>• Decent Homes</li> <li>• Empty Homes</li> <li>• Estate Regeneration</li> <li>• Tackling Homelessness</li> <li>• Overcrowding / under occupation</li> </ul>	<ul style="list-style-type: none"> <li>• People at the heart of change</li> <li>• Healthier people with a better quality of life</li> </ul>	<ul style="list-style-type: none"> <li>• Meet Housing Need through mixed communities</li> <li>• Ensure all housing in the borough is well managed and of high quality and sustainability</li> <li>• Provide people with the support and advice they need</li> <li>• Make all homes in the borough a part of neighbourhoods of choice</li> </ul>
Improving supported housing provision	<ul style="list-style-type: none"> <li>• Older people</li> <li>• Vulnerable people</li> <li>• Young people</li> </ul>	<ul style="list-style-type: none"> <li>• Healthier people with a better quality of life</li> </ul>	<ul style="list-style-type: none"> <li>• Provide people with the support and advice they need</li> </ul>
Ensuring sustainability	<ul style="list-style-type: none"> <li>• Publicly funded homes to achieve at least the minimum level 3 of the Code for Sustainable Homes</li> <li>• All projects to deliver high standards of sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• An environmentally sustainable future</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to creating the Greenest Borough</li> </ul>
Economic Development and Regeneration	<ul style="list-style-type: none"> <li>• Supporting business opportunities</li> <li>• Providing space for SMEs</li> <li>• Tackling worklessness</li> <li>• Heritage led regeneration</li> </ul>	<ul style="list-style-type: none"> <li>• Economic vitality and prosperity for all</li> </ul>	<ul style="list-style-type: none"> <li>• Provide people with the support and advice they need</li> <li>• Contribute to creating the Greenest Borough</li> </ul>

Table 5: Thematic priorities in Haringey

## 6.1 Building balanced communities – reducing east–west polarisation

The key driver of this priority 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. 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 the Tottenham (A10/A1010) Corridor stretching through the borough to Central Leaside in the north east.

On a wider scale, the Council will seek to use its planning powers to further redress the socio economic imbalance by promoting the development of affordable housing in the west of the borough while seeking to provide more market housing in the east.

The major regeneration schemes at the Heartlands and at Tottenham Hale in the East will provide sustainable mixed communities through a balance of tenures and have a positive impact on land values. While it is inevitable that these developments will provide a significant number of affordable homes, particularly in response to the continued suppression in the housing market, the Council must maintain a clear commitment towards tackling the lack of affordable housing in the West of the borough if the east/west polarisation is not to be exacerbated.

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 investment, 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 will work through the Borough Investment Plan process to look at how an east-west tailored package might be developed.

## 6.2 Maximising the supply of new housing to meet housing needs

**Delivering new affordable housing:** With over 19,000 people on the Council's housing register and a net increase of more than 500 each year, the need for good quality affordable housing in Haringey is high. The last Housing Needs Assessment (2007) estimated a requirement for an additional 4,865 affordable units per annum between 2007 and 2012, yet delivery has fallen well short of this. The Council is making excellent progress in offering choice to those in housing need and is seeing the number of people in temporary accommodation fall. However, if this is to continue, the number of units available in the affordable housing sector must increase.

As an indication of need in the borough, the Homes and Communities Agency has invested more than £139 million in Haringey since 2007 to support the delivery of affordable housing and related infrastructure. The majority of this investment has been targeted on providing new housing. The following table shows the total take up of HCA allocations between 2007 and 2010 and the number of units developed/improved.

Year	Units (Built/Improved)	HCA Allocation (£)
2007/08	423	35,442,813
2008/09	507	45,944,545
2009/10	563	57,623,734
<b>Total</b>	<b>1,493</b>	<b>139,011,092</b>

Table 6: HCA allocations 2007-10

Product	2007 – 2008		2008 – 2009		2009 – 2010	
	Units	Grant take up (£)	Units	Grant take up (£)	Units	Grant take up (£)
Homebuy New build	133	6,942,742	206	12,806,830	112	5,816,064
Social Rent	256	25,800,447	220	30,773,623	277	41,280,244
Intermediate Rent	3	144,000	21	1,362,000	161	9,710,000
Rent Re-improvement	-	-	5	319,653	11	725,426
Rehab Works	9	816,255	3	290,000	-	-
Right to Acquire	5	80,000	3	48,000	-	-
Social Homebuy	-	-	1	16,000	1	16,000
Temporary Social Housing	17	1,659,369	-	-	1	76,000
Miscellaneous	-	-	48 <sup>†</sup>	328,439	-	-
<b>Total</b>	<b>423</b>	<b>35,442,813</b>	<b>507</b>	<b>45,944,545</b>	<b>563</b>	<b>57,623,734</b>

<sup>†</sup> Repairs to existing tenanted stock – street properties

Table 7: Products funded by the HCA

**High quality design:** is a key element in achieving sustainable communities by: -

- creating safe environments;
- making best use of a site responding to its setting and context;
- minimising the use of resources through sustainable design and construction; and
- making developments accessible to everyone.

Design and environmental considerations are fundamental to Haringey's approach to place shaping. Haringey Council and key partners have a three stage approach to securing design and environmental excellence.

**Stage one** sets out the broad design and sustainability standards.

**Stage two** applies these standards to the individual characteristics of each growth area and is articulated through the relevant Supplementary Planning Document.

**Stage three** 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.

Additionally, all 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.

**Case Study:** 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.

### 6.3 Improving the existing housing stock – estate renewal and regeneration

Many of Haringey's larger estates have already benefited from earlier regeneration funding such as Estate Action, Single Regeneration Budget, the New Deal for Communities and the Council's own Capital Programme. These include: Broadwater Farm, Northumberland Park, Stroud Green, Chettle Court, Edgecot Grove, Suffolk Rd, Tiverton, Vincent Square and Commerce Rd.

The works focussed primarily on 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.

In 2000 the Council transferred an out of borough estate to a new landlord in return for the properties receiving significant investment. The driver for this was not only to secure investment but also stock rationalisation. A successful partnership with London & Quadrant Housing Trust resulted in the transfer, demolition and major new build development at the Denmark Road and Goulding 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 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.

#### **Decent Homes**

The Decent Homes Programme is the main remaining source of funding for external/internal renewal works on estates. The 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.

In March 2008 42% of Council stock did not meet the Decent Homes standard. In the same year, the Government awarded Homes for Haringey £198.5million to improve its housing stock through a five year Decent Homes programme.

As at March 2010, 3,756 tenanted homes have been brought up to the Decent Homes standard. The programme is on time and within budget, and has high levels of resident satisfaction averaging 96% across the first two years of the programme.



**Year one (2008/09):** The ALMO spent £28m on Decent Homes investments, bringing a total of 1,554 tenanted homes up to the Decent Homes Standard. In addition, works were carried out to 367 leasehold properties. At the end of year one of the programme the level of non decency was 36%.

**Year two (2009/10):** With a total budget of £40.47m the projection at the outset of the year was to return 2,000 tenanted and 600 leasehold properties to decency. Through effective planning and contract management, Homes for Haringey exceeded these expectations bringing 2,201 tenanted and 647 leasehold units up to the decent homes standard at a cost of £38.78m. At the end of year two of the programme the level of non decency was 27.5%, exceeding the 30% target agreed with CLG.

**Year three (2010/11):** With a total budget of £33.5m, we anticipate bringing a further 2,000 tenanted homes up to the Decent Homes standard and works are currently progressing on site. Our target for the end of Year 3 is to reduce the level of non decency to 20%.

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.

In April 2009, Homes for Haringey organised a construction related jobs fair which was attended by more than 400 people. The objectives of the day were to highlight employment and training opportunities for local people within the construction industry and to provide support in accessing them.

Our constructor partners actively seek to employ local contractors and labour, and 20 apprenticeships have been established. The partners have also agreed to take on work experience placements. The aim is that around 20% of the jobs created by the Decent Homes programme will go to local people.

In addition, our Decent Homes partners have brought three disused community centres back into use which they are using as their local office base, alongside newly provided community facilities.

With years four and five of the decent homes programme still remaining, one of our key actions in the coming year is the development of a post decent homes investment plan in partnership with our customers and partners. This will consider life cycle costs, links to revenue programmes and the 30-year Business Plan. The Council would like to use 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.

#### **Proposed Estate Regeneration Schemes**

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 of unsustainable stock, 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 asset management appraisals with an assessment of the sustainability of each place.

Haringey wishes to develop a coherent, cohesive vision for estate renewal that adopts a “total place” approach to long-term sustainability. 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 existing successful programmes such as Decent Homes.

A number of opportunities have 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.

#### **Hostels redevelopment and de-conversion**

A number of properties have been identified as sustainable but in need of upgrading. Surveys have been 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.

Hostels to be Retained and Improved include: -

- 2 & 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, 32 and 39 Queens Avenue N10 3PE
- 6-69 Russell Road N15 5LT
- 10 Talbot Road N15 4DH

A further six hostels and two adjoining flats are planned for de-conversion during 2010/11: -

- 2 Crouch Hall Road N8 8HU
- Lansdowne Road N17 OLL
- 142 & 144 Lordship Lane N17 7QS
- 33 Muswell Avenue N10 2EB
- Parkland Road N22 6ST

External grant of £754,000 has been made available from the Regional Housing Pot to contribute towards funding these works.

#### **Short Life Accommodation**

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. However, given the present extreme need for family-sized accommodation, and as part of the HRA stock asset review to optimise the use of the Council’s properties (where the original decision to licence is no longer applicable) these properties are now being brought back into the permanent HRA stock with vacant possession.

All properties will be refurbished to Decent Homes standard and re-let on secure tenancies to families from the Housing Register. To date, 61 properties have been identified. 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.

**Brunel Walk/Turner Avenue**

The Council has commissioned NPS consultants to carry out an options appraisal of the Brunel Walk hostels that will also examine the potential for using the site to help regenerate the Turner Avenue Flats. The aim is to release the capital potential within the hostel accommodation to demolish the properties and provide new affordable housing on the site. The Council hopes to retain ownership of the stock and use the new properties to open up potential on the wider Turner Avenue estate by allowing selective demolition and new build. In redeveloping the entire estate in an innovative private/public partnership it is hoped that additional affordable housing and housing for sale can be developed in consultation with local residents. The development site sits in the Broadwater Farm/Laurence Road/St Ann’s hospital area identified in the Core Strategy as having potential for a decentralised energy network which would further benefit the development and local people.

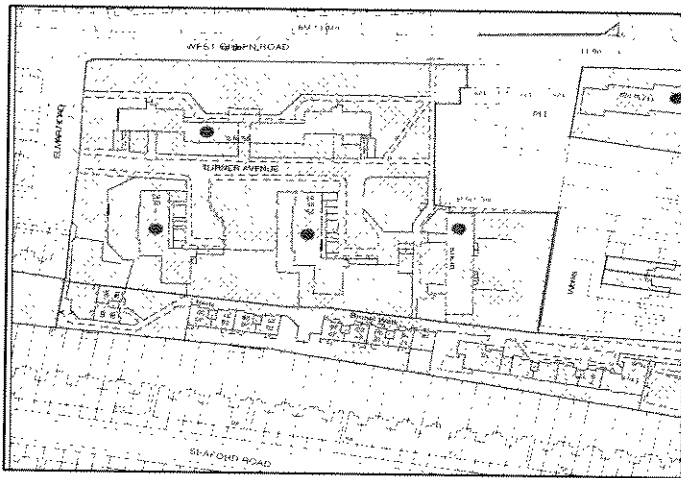


Figure 11: A current plan of the Brunel Walk/Turner Avenue Estate

<b>Brunel Walk/Turner Avenue Estate Regeneration (Phase I)</b>	
Quantum of Investment	£3.43m to demolish and re-build Brunel Walk
Outputs Delivered – Direct & Indirect	<p>Minimum 14 new CSH Level 3 homes:</p> <ul style="list-style-type: none"> <li>• 12 social rented units (to be retained in council ownership)</li> <li>• 2 open market units</li> </ul> <p>The project provides value for money by ensuring that:</p> <ul style="list-style-type: none"> <li>• The elements of the design are continually reviewed</li> <li>• Transparency through the process</li> <li>• Clearly defined project processes and business plan</li> <li>• Engagement with the local community/stakeholders</li> <li>• Efficient and effective management of procurement process</li> </ul>
Approach/Structure to Delivery	Single phase development project managed by the Council
Physical Steps to be Undertaken	<ul style="list-style-type: none"> <li>• Secure internal /external funding</li> <li>• Assess preferred delivery partner</li> </ul>
Delivery Milestones	Complete Options Appraisal – May 2010
Link to Haringey Thematic Priorities and Wider Corporate Context	<p>This project contributes to: -</p> <ul style="list-style-type: none"> <li>• Increasing permanent affordable housing</li> <li>• Seek to promote stable communities through regeneration.</li> <li>• Addresses East/West Polarisation</li> <li>• Improving the housing stock under Decent Homes by 2011</li> <li>• Contributes to achieving the affordable housing targets as set out in the Mayors London Plan</li> <li>• Promotes sustainability</li> <li>• Decentralised energy.</li> </ul>

Table 8: Summary of the Brunel Walk/Turner Avenue Estate regeneration project

## Empty homes

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 has offered 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 (CPO's) and Enforced Sales has brought over 56 units back into use following grants, enforced sales and CPO action in the last year.

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.

Haringey will continue to work with its partners providing 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.

Existing and new partners support and advice will also be utilised 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 Haringey Council to reduce the number of households in temporary accommodation and reduce polarisation between the east and west of the borough.

## Tackling homelessness

### *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.*

*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 people on Haringey's housing register, and nearly 3,500 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 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 promotes 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: -

- Actively support and promote a partnership approach to preventing homelessness
- Invest in early intervention and effective homelessness prevention
- Increase the supply of affordable homes
- Encourage choice and independence
- Halve, by March 2010, the number of homeless households in temporary accommodation
- Improve the quality and suitability of temporary accommodation
- Work proactively to safeguard children and vulnerable adults
- Improve customer service, involvement and satisfaction
- Ensure that 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 where clients are given alternative options at an early stage to prevent their homelessness
- Home Connections – Haringey Council's Choice Based Lettings scheme
- The private sector lettings team - works with private landlords who are willing to provide assured short-hold tenancies (ASTs) to applicants. The team matches prospective tenants with properties and provides a comprehensive lettings process to ensure the use of fair tenancy agreements and that rents are affordable
- A major emergency accommodation reduction project with the ambitious target of reducing numbers in emergency accommodation from 802 to 200 by March 2010.
- Liaison with Housing Association partners to procure direct lettings in the private sector for potentially homeless clients

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.

## 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.<sup>6</sup> Tackling the twin issues of overcrowding and under-occupation have been identified as priorities in the Council's Housing Strategy and Homelessness Strategy. The publication of 'Overcrowding in social housing a London action plan' has highlighted further the issues and identifies three key areas: -

- prioritising action on overcrowding and under occupation
- identify overcrowding and under occupied households
- tackling under occupation

The council will work in partnership to enable the report to become embedded within its own strategies.

Through Haringey 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.

### 6.4 Improving supported housing provision

#### Older People

The population of the borough is ageing rapidly and there is a need for greater choice and freedom to allow older vulnerable people to continue living independently in their own home.

In 2005, the Council commissioned a study to look at the long term housing and support needs of Haringey's older people. The study concluded a potential shortfall of 350 extra care units to meet existing and emerging need through to 2013. There are currently only 60 units of extra care provision in the borough.

There are almost 1,700 sheltered housing places in Haringey provided by the Council and housing associations.<sup>7</sup> In response to changing needs profiles, Haringey plans to

<sup>6</sup> Haringey Housing Needs Assessment 2005

<sup>7</sup> Older People's Needs Assessment, August 2009

reduce this number and increase the amount of extra care provided, as this enables older people to lead more independent lives in the community.<sup>8</sup>

With the support of HCA capital funding two new schemes at Highgate and Hornsey are currently under development and due for completion in 2011. Both of these schemes will provide 40 additional units of extra care, and when taken with the existing 60 units, all of the borough's extra care provision of 140 units will be located in the west of the borough.

While the concentration of extra care provision in the west is consistent with the high number of residents aged 65 years old and over living in that part of the borough, it is seen as directly disadvantaging the older BME population who live predominately in the east of the borough and whose population is set to rise significantly over the next five years. Consequently, the Council is keen to explore all available opportunities for the provision of additional units of extra care in the east of the borough.

New schemes must be developed with certain criteria in mind: -

- in areas very close to main shopping, community and recreational centres
- access arrangements in terms of paving, lighting, street scene etc
- new development including retail, recreation and transport links will need to be fully accessible and attractive facilities for older people, including older residents with significant long term conditions
- partnership working – We are currently canvassing views of the boroughs older residents on how to improve their quality of life with Age Concern and a key Housing Association Provider. The research will highlight services and facilities needed to enable them to remain active and involved citizens

Haringey's Adult Services, Strategic and Community Housing Services and Asset Management teams are working in close collaboration to secure additional extra care provision. Their options appraisal recommended that Protheroe House is suitable for an extra care facility with capacity for up to 40 units and in November 2009, Cabinet agreed 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."

The Council recently commissioned a feasibility study for this scheme and is engaged in ongoing consultation with residents. Cabinet will make a decision in November 2010.

### Vulnerable people

**Mental Health:** Haringey's new Joint Mental Health Strategy for Adults 2010-2013 includes two key priorities concerned with developing the housing options for people with significant mental health needs. These are: -

- Work with service users in residential settings to move on to supported and general needs housing and establish step-down flats, as well as ensuring that the housing needs of service users with mental health problems are included in the Borough Capital Investment Plan; and
- Work with the new Supporting People Mental Health Providers in re-modelling services to ensure move-on to independent living, developing strong community and social networks.

<sup>8</sup> Assessment of Older People's Needs in Haringey, August 2009

These priorities need to be considered within a context that Haringey has the 6<sup>th</sup> highest prevalence of residents needing secondary mental health care out of 30 London NHS primary care trust and the 3<sup>rd</sup> highest prevalence in London of residents needing inpatient hospital care. Haringey also has one of the highest hospital admission rates for residents with complex mental illnesses such as schizophrenia.

To meet strategic priorities and to address this high level of need, we are seeking to reshape our existing supply of supported housing to develop small clusters (no more than five) self contained studios that will either form part of planned general needs housing developments or through conversion of existing residential street properties. In total we want to develop 60 supported flats using this model.

As with our approach to extra care development we will be carrying out market research with residents who have mental health needs to determine what other community facilities and services they would want offered to support their well being and active citizenship.

Much of the borough's existing supply of accommodation designated for people with mental health needs is not fit for purpose in that it fails the Decent Homes standard (much of the existing supply only offers shared kitchen and bathroom facilities) and is not DDA compliant with poor accessibility for disabled residents. Therefore, there is an urgent need to address these challenges through our investment programme.

**Learning Disabilities and Autism:** Haringey is experiencing growing need for housing related support services for people with varied needs. On average there are over twenty young people with learning disability and a further eight people with autism that are in need of support. In addition there are an equivalent number of vulnerable people who are need of independent living arrangements. Due to improved health care an increasing number of people with learning disability survive into older age. There is therefore an expectation of a marked increase in the number of people with learning disability and dementia and specialist independent housing schemes are also required for this group of people.

This is in addition to the 198 adults with learning disabilities who are currently accommodated in residential care. Haringey is reviewing all of its residential care services for adults with mental health issues, learning disabilities and physical disabilities to provide more independent living schemes which provide more choice and control.

We continue to work with the Autism Steering Group and the Learning Disability Partnership Board to identify suitable development sites within the Borough. Furthermore the learning Disability partnership is also working closely to support the borough's main providers of residential care services to remodel their services to improve more independent living schemes.

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 and two bedroom self contained units that will all conform to the life time home standard.

**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.



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 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.

Consideration is also being given to include a foyer scheme at the Tottenham Hotspur stadium development that could link into employment and training opportunities provided through, or in partnership with, the football club. Planning permission is being sought by Tottenham Hotspur for the provision of the stadium and retail area with outline planning permission for the residential element of the development. The council will work in partnership with Tottenham Hotspur and local registered providers to work up a more detailed housing proposal prior to planning permission being sought for this phase of the development.

## 6.5 Ensuring sustainability

Haringey Council signed the Nottingham Declaration in December 2006, and adopted a Greenest Borough Strategy in July 2008.

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, the 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. 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, Haringey Council will encourage the incorporation of water conservation methods, 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. 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 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.

**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. The 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.

**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.

## 6.6 Economic development and regeneration

### Supporting business opportunities

Haringey 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.

The 2009 Haringey Employment Study Update concluded that in order to attract new business to Haringey we will require an additional 13,800m<sup>2</sup> gross of comparison goods floor space and an additional 10,194m<sup>2</sup> net of convenience goods floor space by 2016.

### 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):
  - A partnership with Enfield Council to carry out improvements to five Upper Lea Valley Industrial Estates
  - Funded through the European Union, ERDF, the London Development Agency and Haringey Council
  - It is now 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
  - Occupied now by Haringey Law Centre which provides free legal advice to local residents and business, and a training organisation providing vocational qualifications

### Tackling worklessness – The Haringey Guarantee

The Council is working with Homes for Haringey and social housing providers to connect residents to opportunities in 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. Our approach has attracted widespread acclaim and the programme has been 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 2010 there were over 2,300 residents engaged and registered on the Haringey Guarantee programme with 420 residents helped into sustained employment.

## 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 Skills Funding Agency, 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 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.

## 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.

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: -

- 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
- 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

The Council has also secured initial funding PsiCA for Myddleton Road N22. This is currently at feasibility and development stage in consultation with the Myddleton Rd Strategy Group. Funding deadline 31 March 2014.

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.

In addition to the proposed PSICA projects, the Bruce Grove Townscape Heritage Initiative (THI) is on-going and runs until June 2010. 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, increasing people's sense of pride and confidence in these local areas, and creating a catalyst for further regeneration.

#### Environmental-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 eco-build 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
- Creation of a legacy of future jobs in managing and maintaining the site

#### Encouraging Enterprise

The current funding stream for Enterprise Support ceases on March 2011, with the coalition government in place, future funding is uncertain. The services predominantly funded at present are aimed at nurturing small businesses focussing on entrepreneurial talent of young people.

North London Business (NLB) presently has a contract with LDA to attract new business into the borough and are being paid for every new job created. As the Inward Investment Agency for North London, NLB will be at the fore front in delivering future work to attract new and larger businesses.

The current government sees the private sector as the solution for the raised unemployment levels in the public service sector cuts. It will be making money available from Local Enterprise Partnerships between local businesses and Local Authorities. Haringey is currently planning how to best make use of the partnership.

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.

Through investment in affordable housing and improving the infrastructure and services within Haringey we hope to attract new businesses and their employees into the area

and retain what we have already. Providing good quality accommodation and office space will act as a catalyst to employment opportunities within the borough.

Our experience is that planning and urban design alone will not generate new small businesses or retain entrepreneurial talent. New start-up small businesses require capital investment and streamlined services that support them through the initial red-tape of business start up. Good new infrastructure – such as good quality commercial premises – will only be of benefit to existing and growing businesses that have established their products and markets and need the facilities to expand. Proposals include: -

- A comprehensive training and re-skilling 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.

## 7 Spatial Priorities

### Summary of Key Points:

- The three major regeneration areas are:-
  - Wood Green / Haringey Heartlands
  - Tottenham Hale
  - Wider Tottenham (A10/A1010)
- Over 80% of new homes are to be delivered in Tottenham Hale and Haringey Heartlands
- Services and infrastructure will be supported in areas of development
- Partnership working with local boroughs will enable further development:-
  - Central Leaside, Seven Sisters Corridor, Manor House

### 7.1 A place-making approach to transformation

Haringey's approach to improving the quality of life in the borough is rooted in place-making: integrating investment and service provision combined with a strong vision of how these interact to shape the borough. Haringey is a network of distinct places and the Council's approach to investment seeks to reinforce their distinctive characters, while reducing inequalities between them.

Haringey Council's Spatial or Place Making approach is to: -

- focus growth in areas that can support higher density development;
- promote better place shaping through high quality design of buildings and spaces, ensuring a mix of uses and supporting infrastructure; and
- create sustainable places.

Three areas of the borough – Tottenham Hale and Wider Tottenham (A10/A1010) in the East and Wood Green/Haringey Heartlands in the West, – present major opportunities for regeneration and development. They are identified in the London Plan as an Opportunity Area and Area for Intensification respectively. Other areas with the potential for change are also identified in the Council's UDP.

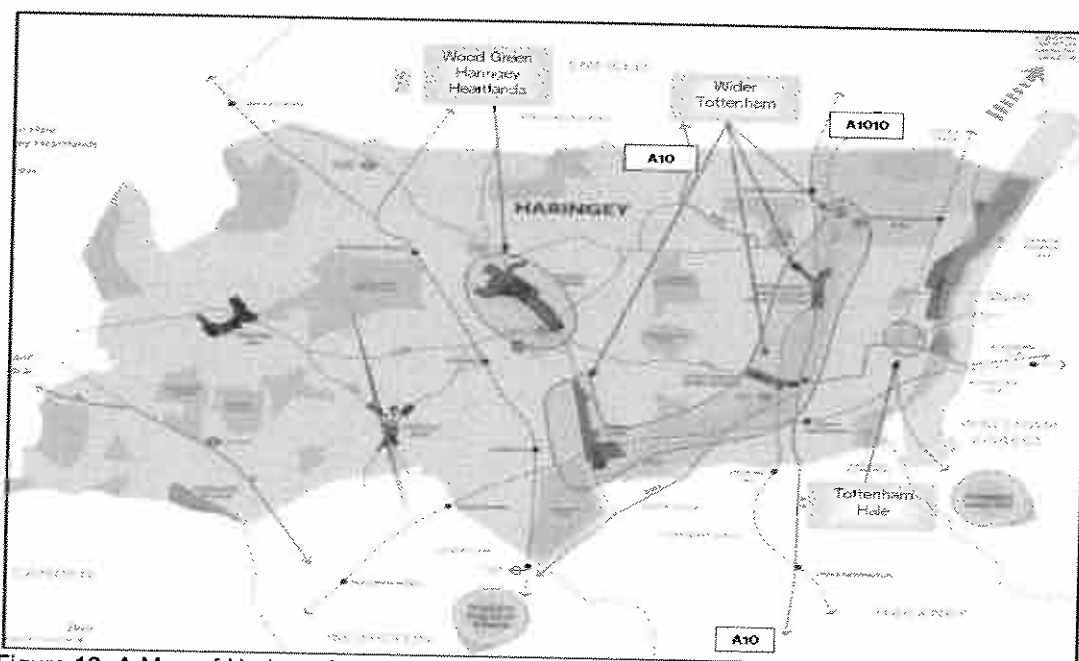


Figure 12: A Map of Haringey's major strategic development areas

Over 80% of the new homes to be delivered in the next ten years will be in Tottenham Hale and Haringey Heartlands. They have the potential to deliver homes over and above the borough's housing target, but also require major investment in supporting infrastructure including transport, utilities, education, health facilities and open space. Some of that investment is already programmed but more is needed to capitalise fully on the opportunities both areas offer.

The council's policy framework to guide development in these areas is set out in: -

- Haringey Heartlands Development Framework;
- Tottenham Hale Urban Centre Masterplan;
- Wood Green Town Centre Spatial Plan.

This planning framework is being supplemented by a detailed study of the Tottenham A10/A1010 corridor that, together with the other masterplan documents, will feed into proposed new Investment and Delivery Strategies for each place-making area.

The policy framework is consistent with 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.

A site trajectory list and investment profile for each Place Shaping area for the period 2011 – 2014 is shown at Appendix 1, and for the period 2014 and beyond at Appendix 2.

## 7.2 Haringey Heartlands / Wood Green

Haringey Heartlands is a phased development to create a high quality mixed use quarter in the centre of the borough. Positioned between Wood Green Metropolitan Centre and Hornsey Town Centre, Heartlands can provide a significant number of new homes, improved employment uses and new open space. Capitalising on good public transport accessibility, as referenced in the 'Passenger Transport Accessibility Levels report', the London Plan designates Heartlands as an Area of Intensification with proposals for the creation of approximately 1,500 jobs and 1,700 homes. 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. A new secondary school (on site 1) is under construction and due to open in September 2010. A map showing the location of the housing trajectory sites across Haringey Heartlands/Wood Green for the period 2011 – 14 is shown at Appendix 3.

**Phase 1**, New River Village, is completed and provides 622 homes demonstrating the vision of contemporary high density living with attractive public and private spaces. It links well to both Hornsey and Wood Green centres.

**Phase 2** is at the planning application stage with the 'Clarendon Square' scheme proposed by National Grid Property and the London Development Agency. They are proposing around 1,100 homes together with retail and commercial space. This scheme will transform the central area of Heartlands but major investment is first needed to clear the site for redevelopment given that it is an operational gas site together with a small industrial estate. The major cost of this is impacting on the ability of the scheme to deliver any affordable homes. What needs to be explored is the potential for this cost not to have to be borne solely by the Clarendon Square development as otherwise it means the scheme can only deliver a very small number of affordable homes. This is not a sustainable position.

The council & the London Development Agency currently own 19% of this development site and the Council is selling its freehold interest to the LDA. If current proposals are



enacted regarding the future of the LDA, this means that, before any development commences on this site, the LDA's ownership interest could transfer to the HCA. The Council is keen to explore ways of recycling any disposal receipts into securing more affordable homes in this scheme particularly recognising that this site is a major opportunity to provide affordable homes closer to the west of the borough to help redress the major east/west social imbalance.

**Phase 3** of the Heartlands scheme is Hornsey Depot where the Council is close to agreeing terms to sell the site to Sainsbury's for a new food store and up to 230 homes. At pre-application stage, this scheme should come forward from 2012.

Heartlands also has a growing cultural quarter with its centrepiece being the Chocolate Factory, where more than 80 artists' studios and small business units form a vibrant, creative enterprise hub, the largest in North London. Haringey/Wood Green is one of ten Creative Hubs in the LDA's Creative London programme. This northern part of the Heartlands area also includes other cultural, business and community space and forms Phase 4 of the Heartlands programme. This part of the area will maintain its employment focus but investment in the public realm (strengthening links to local transport and strategic open space) and some smaller scale opportunities for residential development will bring further life to the area. As stated above, the new High School nearing completion will provide additional secondary school capacity but further investment has to be identified to expand the local Primary School to provide the pupil places needed with the housing growth that is taking place.

The main East Coast Rail line passes north-south through the Heartlands area and major investment is planned by Network Rail with a Thameslink maintenance depot. This will bring additional jobs. The visual impact on the surrounding area is being minimised through close working between Network Rail and the Council.

The Council is working closely with the Primary Care Trust on the healthcare implications of the population growth in Heartlands. The PCT is severely constrained financially and, while sufficient capacity exists in GP accommodation to cater for the planned population, investment is needed in the quality of healthcare premises to maximise service efficiency and in linked community health services to reduce pressure on secondary healthcare capacity.

Dovetailing with the Heartlands Development Framework, the Wood Green Town Centre Spatial Plan aims to improve the quality of the urban environment and the retail offer in the town centre. The potential to establish the town centre as a 'Business Improvement District' is being investigated to strengthen the public-private sector partnership approach to investing in improvements here. There are also site redevelopment opportunities here being created through the council rationalising its service delivery, e.g. at Station Road.

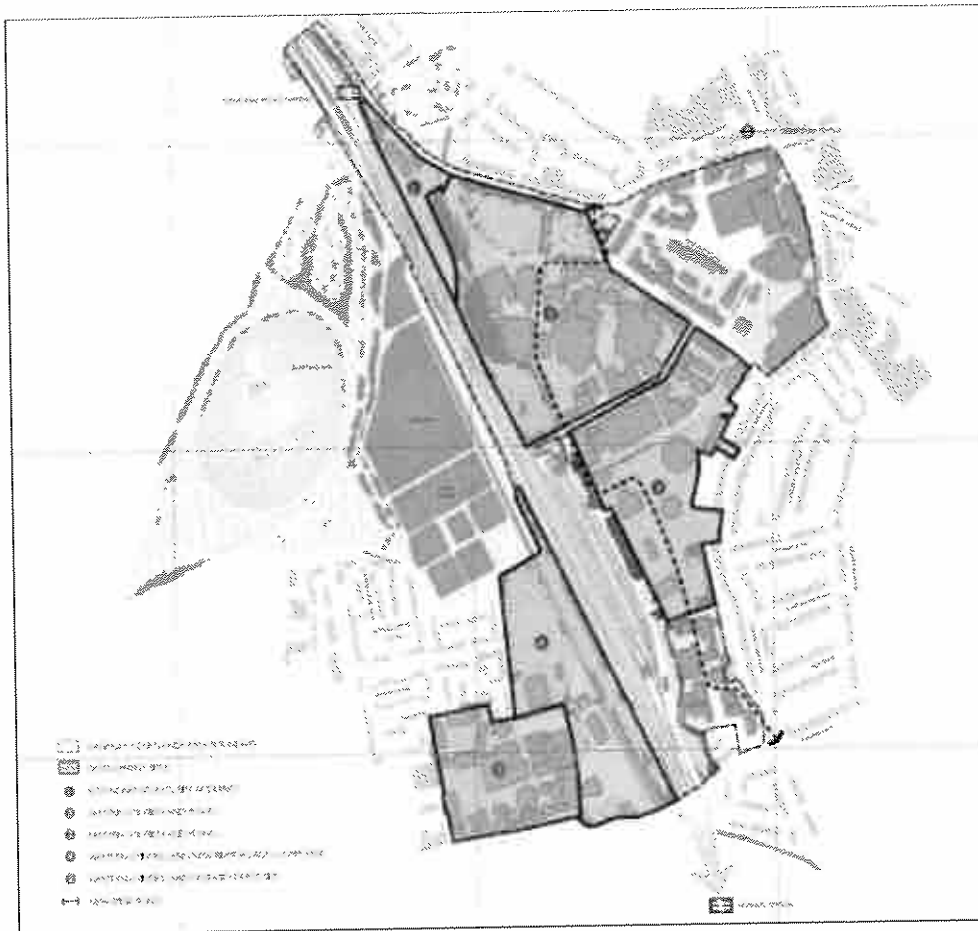


Figure 13: Haringey Heartlands development sites and projects

Just to the west of Heartlands, **Alexandra Palace and Park** are iconic sub regional landmarks in Haringey. Both could play an important and complimentary role in the regeneration of Heartlands and Wood Green. Major investment here could strengthen cultural, leisure and recreational activities for local people as well as attract more tourists and visitors from the South-East and beyond. While there is limited opportunity for new development because of heritage listing, the Palace has considerable potential to boost its range of leisure and cultural attractions and provide additional creative industry space.

Considerable investment is needed in both the internal and external fabric of the Palace to preserve its historic value and to restore economic viability. Additional cultural, leisure and tourist activities in both the Palace and the Park could create many jobs. Much of this investment is being sought from the private sector. The challenge is to develop a package of proposals that protect and enhance the heritage of the Palace and Park while also providing an adequate private sector return.

Investment Priorities for Haringey Heartlands: -

- Increase primary school capacity by 2 forms of entry (£8m.)
- Invest in primary healthcare premises (£1m. +)
- Recycle public sector equity investment (£5m.) back into the Clarendon Square development to provide more affordable homes (in addition to Social Housing Grant)
- Secure private sector investment at Alexandra Palace (£10m. +)

- Public realm investment to improve links to public transport facilities, strategic open space and ensure a comprehensive area upgrade complementing the new development (£2m.).

Haringey Heartlands	
Quantum of Investment	<ul style="list-style-type: none"> <li>• £16m. plus Social Housing Grant (for up to 550 affordable homes) and private sector investment in new development (including at Alexandra Palace)</li> <li>• £300m.+ private sector investment</li> <li>• S106 contributions (totalling £8m.) being sought from Clarendon Square development</li> </ul>
Outputs Delivered – Direct & Indirect	<ul style="list-style-type: none"> <li>• Over 1,230 new SH Code 4 homes including up to 615 affordable homes</li> <li>• Sufficient primary school places to serve planned new developments</li> <li>• Improved primary healthcare capacity to serve the planned population</li> <li>• Strengthened Metropolitan Town Centre with increased footfall and new attractions</li> <li>• Approx. 400 new jobs plus over 60 apprenticeship opportunities</li> <li>• Increased proportion of residents using sustainable transport modes</li> <li>• New local open spaces and improved links to strategic open space making it more attractive and usable</li> <li>• New train maintenance depot</li> </ul>
Approach/Structure to Delivery	<ul style="list-style-type: none"> <li>• 4 phase scheme (Phase 1 is completed) delivered as individual development packages geared to landowner/scheme requirements</li> <li>• Overall co-ordination by Council</li> <li>• Potential is being examined of including Phase 4 in a 'Haringey Delivery Vehicle' (e.g. Asset-Backed Vehicle) including LDA assets</li> </ul>
Physical Steps to be Undertaken	<ul style="list-style-type: none"> <li>• NGP/LDA to select developer partner for Clarendon Square</li> <li>• Assess 'Haringey Delivery Vehicle' options</li> <li>• Complete Council land sale of Hornsey Depot to Sainsbury's</li> </ul>
Delivery Milestones	<ul style="list-style-type: none"> <li>• Phase 2 (Clarendon Square) – planning permission end 2010; secure developer partner 2011; site preparation works start 2012; construction start 2014</li> <li>• Phase 3 (Hornsey Depot) – planning permission 2011; construction start 2013</li> <li>• Phase 4 – (N. of Coburg Road) – viability assessment to determine phase scope 2012</li> </ul>
Link to Haringey Thematic Priorities and Wider Corporate Context	<ul style="list-style-type: none"> <li>• Building balanced communities</li> <li>• Maximise supply of new housing</li> <li>• Sustainability</li> <li>• Economic development &amp; regeneration</li> <li>• Decentralised Energy. The development site is specifically identified in the Core Strategy as having potential for a decentralised energy network.</li> </ul>

Table 9: A summary of the Haringey Heartlands Regeneration Project

### 7.3 Tottenham

Tottenham is one of the most deprived areas in both London and the country. It ranks way below the London average and experiences greater levels of deprivation than the three Olympic Boroughs.

The area needs, and has the potential for, significant regeneration investment to arrest the cycle of decline and improve the existing urban fabric. Continuing investment is vital to improve the high proportion of social housing in the area to the Decent Homes standard. Major investment is also underway on new developments, e.g. Hale Village, and the huge investment by Tottenham Hotspur FC in a new stadium together with new

homes, offices; hotel and retail space will be a dynamic catalyst to the area's transformation.

Investment is happening and this is laying the foundation for further growth and rejuvenation. With a number of significant development opportunities across wider Tottenham, work is focusing on delivering a clear spatial vision that incorporates each element and establishes a network of vibrant, sustainable places. Work is starting on integrating this work at Tottenham Hale and the A10/1010 Corridor into a new Investment and Delivery Strategy to provide a detailed programme management tool

Although Tottenham is well served by public transport, the area does not present itself well to visitors. It can be difficult for residents and businesses to move around within Tottenham with the one-way Gyratory system dominating the street scene. Reverting the Gyratory system to two-way traffic flow and, at the same time, improving bus, pedestrian and cyclist movement is a top priority for the Council. It will release the potential for growth. Safeguarding the allocated funding for this scheme is crucial as well as identifying how the current £1.505m. funding gap (caused by the nationally-imposed Growth Fund reduction for 2010-11) will be bridged.

Tottenham lies immediately west of the waterways and green spaces of the Lee Valley yet this major benefit is under-utilised because of poor physical links. The two-way Gyratory Scheme will help this but more attractive, safer links are needed across the Liverpool Street-Stansted rail line to promote greater use of this strategic open space.

While Tottenham faces enormous challenges, the potential of the area is equally enormous. Significant changes are already happening that will benefit existing residents and businesses as well as attracting new. Additional public sector investment though is needed to release sites for development and promote the viability of private sector investment in additional new homes.

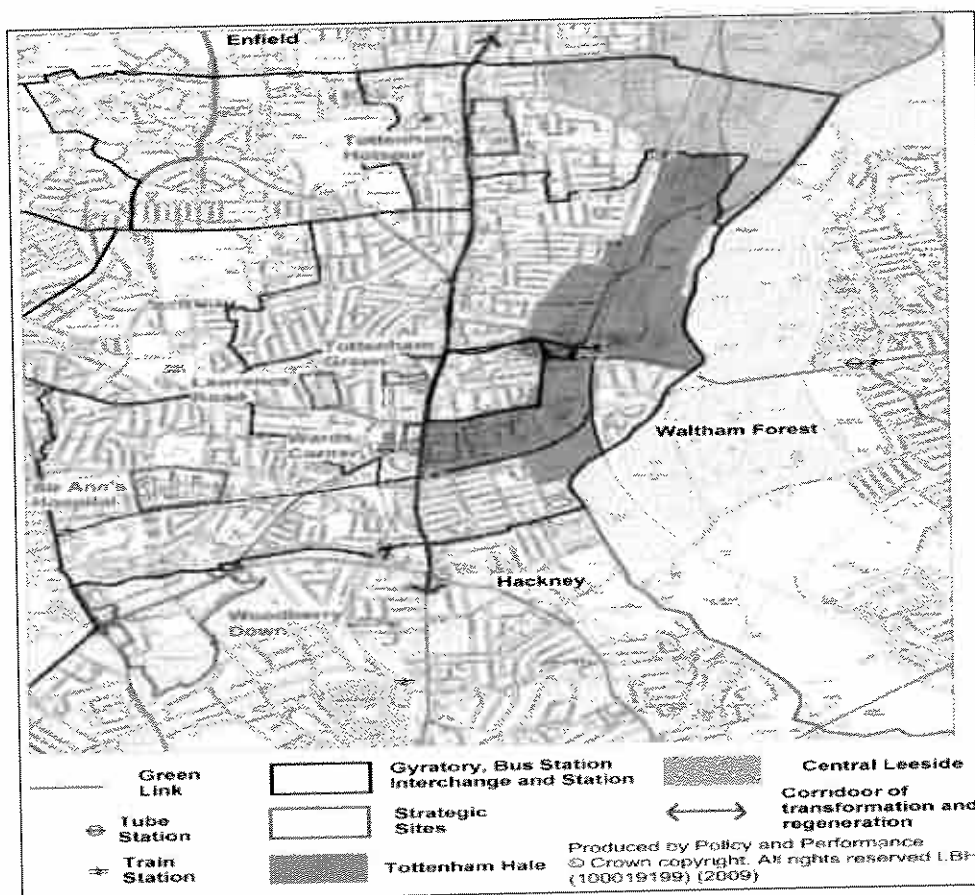


Figure 14: Regenerating Tottenham: strategic development sites and infrastructure projects

### 7.3.1 Tottenham Hale

Transforming Tottenham Hale is one of London’s biggest place-making schemes. It includes delivering a new town centre, major residential development and re-vitalising the area around Seven Sisters. The Masterplan was approved as an SPD in 2006. With the potential to provide around 3,000 new homes over the next 10 years, development is already underway on the Hale Village site with the considerable financial support from the HCA now bearing fruit with renewed private sector investment interest. The next phases of growth at Ashley Road and Hale Wharf are being planned. Potential redevelopment of the Retail Park to promote both retail and residential uses is an option for the longer-term and the role of the industrial area in the south of Tottenham is also under review to assess the potential for mixed uses there.

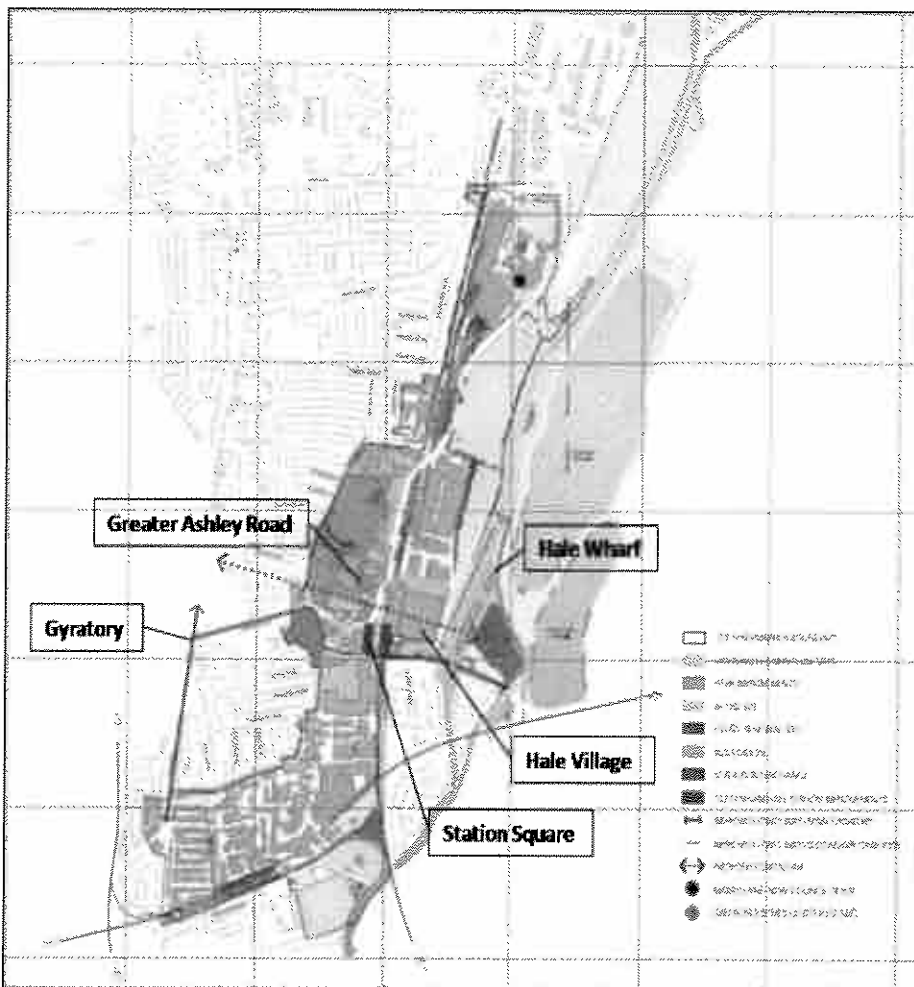


Figure 15: A plan showing the Tottenham Hale key sites and projects

A map showing the location of the housing trajectory sites at Tottenham Hale for the period 2011 – 14 is shown at Appendix 4.

#### Tottenham Hale Gyratory and Station Square

The existing gyratory system creates an environmentally degraded and fractured environment for residents and visitors. It impacts adversely on the experience and perception of the area. Changing this back to two-way traffic flow with the associated environmental improvements for pedestrians, cyclists and public transport passengers is essential to realise the potential of the area. From a relatively low base, it will help generate rising values to bolster the viability of planned developments and

generate prosperity across the area. The 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 is in place but this is under pressure from budget changes. This infrastructure improvement is a key element in delivering new development in the wider area and the partners are working closely to seek to maintain the funding and bridge the current funding gap of £1.505m. (a 4% funding gap).

Repayment of part of this scheme cost from new development in the area is being considered as part of the Council's possible Community Infrastructure Levy system.

Detailed design is at an advanced stage and advance utility works are due to begin in 2010. The main Gyratory works are scheduled to run from mid 2012 to 2014.

### Improving East-West Links

To complement the new road system, a stronger link from Tottenham High Road is planned that will provide a more attractive east-west route for pedestrians and cyclists from Tottenham High Road to the Lee Valley Regional Park. The route will form an integral part of the developments at Greater Ashley Road and Hale Village, bridging the rail lines and culminating in a bridge across the Lee River to Hale Waterside. This route will be created incrementally as it is linked to the implementation of individual developments and additional investment will be required in particular to fund the bridge works.

This is an important route for existing residents to access the strategic open space in the Lee Valley and it will also strengthen the pedestrian and cyclist links from the new developments at Hale Village and Hale Waterside to the wider Tottenham area for journeys to schools, healthcare, shops and jobs.

### Hale Village

This major mixed use development is the critical first stage in the transformation of Tottenham Hale. It is helping to create the catalytic conditions for major neighbouring developments at Greater Ashley Road and Hale Wharf.

The development itself creates a new village of around 1,100 mixed tenure homes including 542 affordable homes, student accommodation, a hotel, retail and commercial space. The first phase of student accommodation is occupied and the affordable homes and office space are under construction.

The development is led by Lee Valley Estates with Newlon Housing Trust as the housing association partner. The market downturn has required substantial additional investment by the HCA to support the first phases of the scheme. This critical investment is now paying dividends as private sector investment interest is being secured for the market housing in the scheme with the purchase by Bellway Homes of two plots that will provide 140 private homes.

The terms of the s106 agreement are being re-negotiated to re-profile the funding obligations that contribute to supporting new infrastructure, including £3.5m. to the Gyratory Scheme. This is being facilitated by the HCA offering to extend the term of its loan on the scheme to support the timely payment of this s106 funding given the Gyratory Scheme's key importance.

Continuing the close working between the developer, Haringey Council and the HCA will remain key to maintaining progress at Hale Village.

As the development progresses and individual plot sales are completed, the HCA should recoup its £7m. equity investment. The Council is keen to discuss with the HCA ways in which this sum can be used as a rolling investment fund to support the implementation of other key projects in the borough, e.g. Greater Ashley Road/Marsh Lane or Haringey Heartlands.

### **Greater Ashley Road**

Lying immediately north-west of Tottenham Hale Station, the redevelopment of industrial and commercial sites at Ashley Road has the potential to create up to 1,200 high quality private and affordable homes in a park-side setting and in a highly accessible location. A Masterplan is being prepared following wide-ranging public consultation on development options. This plan will balance the development of new homes with the retention and improvement of some existing employment space to ensure a balanced mixed use scheme. Investment is needed to create additional primary school capacity to match planned population growth.

The release of the current operational Council depot site for new homes at the northern end of Ashley Road by relocating it to Marsh Lane is a key element in the potential early release of land for new housing. The Marsh Lane relocation though (see below) is facing a substantial funding shortage that is delaying this next phase of regeneration in Tottenham Hale.

The Council is working with private landowners of other potential redevelopment sites to encourage proposals to come forward. Compulsory acquisition of some sites may be required to ensure a comprehensive approach but the investment here will seek to focus on the private sector with the public sector acting in a facilitating capacity. The Council's work on assessing the possible format for a 'Haringey Delivery Vehicle' involving public and private sector partners will include consideration of the most viable way to promote development of the Ashley Road sites.

A Development and Infrastructure Delivery Plan will be developed by the end of 2010 through close collaboration between the Council, HCA, TfL and LDA and in consultation with other stakeholders. A flexible and co-ordinated funding framework from the Council, HCA and other public agencies is needed to provide the supporting infrastructure required to underpin this next phase of growth at Tottenham Hale.

### **Marsh Lane**

This site was acquired by the Council using Growth Fund money to provide a new operational Council street services depot and state of the art recycling facility in an established industrial area. This would relocate the existing depot on Ashley Road and free that site for residential development as part of the Ashley Road proposals. The sale of that site will contribute to the cost of the new and vastly improved depot. This scheme could also accommodate, and be the further catalyst for on sites nearby, a cluster of green industries in accordance with the Upper Lee Valley economic study.

The new depot is therefore a key that will help unlock a significant part of the Ashley Road scheme. It should receive planning consent in autumn 2010.

A funding package has been developed including external funding bids and a significant contribution from prudential borrowing by the Council predicated on the

value to be realised from the Greater Ashley Road scheme. However, a shortfall still remains. Investment support could enable this scheme to come to fruition and thereby release the regeneration potential of Ashley Road as well as being a catalyst for new jobs.

### 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 2011. A linear site alongside the River Lee, this scheme offers the potential for a dynamic, vibrant, mixed use waterside environment offering superb views across the open space of the Lee Valley.

### 7.3.2 Tottenham (A10/A1010) Corridor / Wider Tottenham:

There are a series of major, high profile development sites on the High Road that will spearhead development and be a catalyst for wider regeneration across Tottenham. 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 north on 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.

A map showing the location of the housing trajectory sites across Wider Tottenham for the period 2011 – 14 is shown at **Appendix 5**.

#### 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 Haringey, Enfield and North-East London (CHENEL) 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.

#### Tottenham Hotspur FC stadium redevelopment

Tottenham Hotspur Football Club (THFC) proposes a new 56,000-seater stadium just north of their current ground, along with a new public square, a retail superstore, 200 homes, a hotel and primary healthcare space. The council and THFC are currently investigating a decentralised energy network on the site, with heat provided by a natural gas CHP engine and biomass boiler. Together these measures are estimated to reduce emissions from the site by 21%. 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.





Figure 16: A digital drawing of the proposed Tottenham Hotspur Stadium

A revised planning application was submitted in May 2010 to overcome design and listed building objections. HCA grant support for the affordable homes in the scheme will be needed, and the scope for special needs and supported housing is also being examined. CPO powers may be required to complete site assembly. The housing element of the scheme is necessarily the last phase in 2014-16.

Demolition on part of the site has now started to ensure rapid progress when planning permission is granted (by the end of 2010).

### Wards Corner

Wards Corner is a strategically important site at the junction of Seven Sisters Road and Tottenham High Road, directly above Seven Sisters Underground station. The Council is keen to use the potential of this site to raise the profile of wider Tottenham by accelerating social, economic and environmental improvements across the area.

The scheme includes ground-floor retail space with 197 affordable and private units above, together with a new public square to the High Road. Following discussions with local traders and stakeholders, the plan proposes to re-provide the Seven Sisters market. 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.
- 197 homes and approximately 3,700sqm of commercial space.

The development site borders on the St Ann's Hospital/Lawrence Road/Broadwater Farm decentralised energy network area identified in the Core Strategy, and as such the feasibility of implementing a network will be investigated.

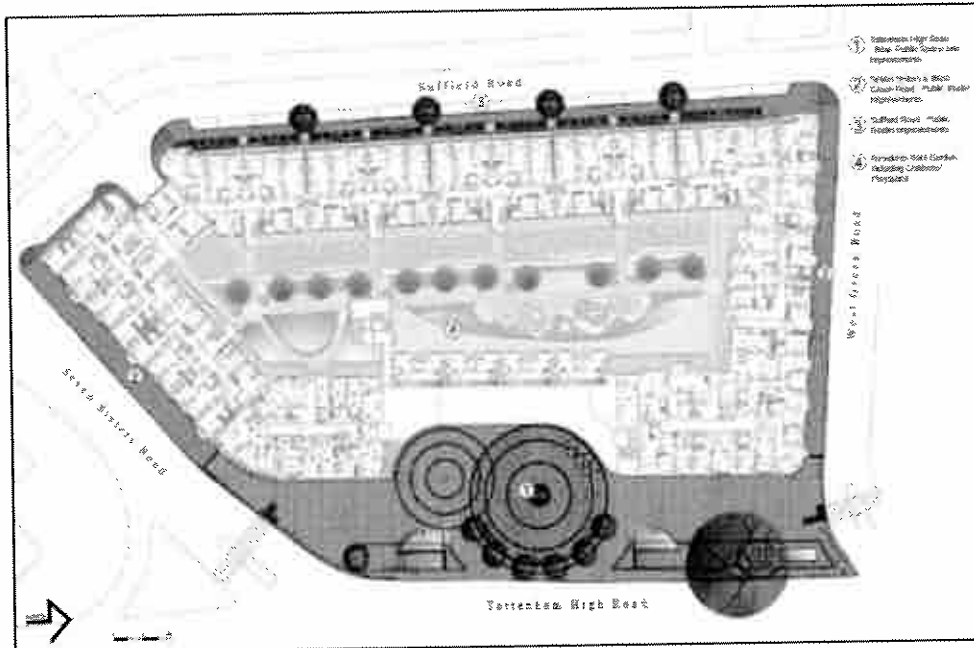


Figure 17: A plan of the Wards Corner development site

### Lawrence Road

Lawrence Road lies 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 currently in employment use albeit with a high proportion of vacant floor space. 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 sustainable development.

An application by Galliard Homes is currently under consideration and would provide over 800 new homes over two phases. The first phase could start in 2011 to provide around 414 affordable units.

The Lawrence Road development site has been identified as a potential decentralised energy network hub, with the further possibility of connection to a future network centred on the nearby Broadwater Farm Estate.

### Investment Priorities for Tottenham: -

- Bridge the 4% funding gap for Tottenham Hale Gyratory Scheme (£1.505m.) & maintain other funding allocations (£34m.)
- Identify full funding to bridge the funding gap for the Marsh Lane Depot
- Station capacity upgrades linked to the Tottenham Hotspur FC scheme (£10m. +)
- Social Housing Grant to support up to 1,000 new affordable homes
- Increase primary school capacity by 2 forms of entry (£8m.)
- Create a primary healthcare ‘hub’ as part of the Tottenham Hotspur scheme (£10m. +)
- Create a new public park in the A10/1010 Corridor (£1.5m.) linked to redevelopment of adjoining site
- Invest in creating the Tottenham Green Cultural Quarter with improved education & community facilities and transformed public realm (£3m.)
- Construct the east-west pedestrian/cyclist link between Tottenham High Road and Lee Valley Park (£5m.+)

Tottenham Regeneration	
Quantum of Investment	<ul style="list-style-type: none"> <li>• £83m. plus Social Housing Grant (for up to 1,000 affordable homes)</li> <li>• £1,000m.+ private sector investment</li> </ul>
Outputs Delivered – Direct & Indirect	<ul style="list-style-type: none"> <li>• Over 2,000 new SH Code 4 homes including up to 1,000 affordable homes (in addition to 542 affordable homes at Hale Village)</li> <li>• Improve homes to Decent Homes standard</li> <li>• International football stadium</li> <li>• Sufficient primary school places to serve planned new developments</li> <li>• New primary healthcare 'hub' at THFC and improved services at linked satellites healthcare centres to serve the planned population</li> <li>• Improved traffic flow and bus service reliability within Tottenham</li> <li>• New jobs plus over 200 apprenticeship opportunities</li> <li>• Increased proportion of residents using sustainable transport modes</li> <li>• Improved further education facilities</li> <li>• New and improved cultural facilities</li> <li>• New industrial space to foster growth of a 'Green Industries' cluster</li> <li>• New Council street services operational depot</li> <li>• New public open space</li> <li>• Improved local open spaces and improved links to strategic open space making it more attractive and usable</li> <li>• Contribution to decentralised energy in the Borough</li> </ul>
Approach/Structure to Delivery	<ul style="list-style-type: none"> <li>• Specific schemes delivered via individual development packages geared to landowner/scheme requirements</li> <li>• Ashley Road sites being considered to be part of a 'Haringey Delivery Vehicle' (e.g. Asset Backed Vehicle)</li> <li>• Potential Tottenham Green Partnership</li> <li>• Overall co-ordination by Council</li> </ul>
Physical Steps to be Undertaken	<ul style="list-style-type: none"> <li>• Let Gyrotory Scheme construction contract Spring 2012</li> <li>• Development Agreement to underpin CPO action for THFC scheme – and the same may also be required at Gtr. Ashley Road</li> <li>• Select developer partner, if appropriate, for 'Haringey Delivery Vehicle'</li> <li>• Identify relocation sites to release private sector sites at Ashley Road, e.g. Murphy's office &amp; yard, and secure landowner commitments</li> <li>• Establish Tottenham Green Cultural Quarter Partnership with CHENEL, LDA, Newlon Housing Trust and private landowners</li> </ul>
Delivery Milestones	<ul style="list-style-type: none"> <li>• Development at Tottenham Town Hall starts 2010</li> <li>• Ashley Road Delivery Plan end 2010</li> <li>• Construction start on private homes at Hale Village 2011</li> <li>• THFC scheme construction starts 2011</li> <li>• Haringey Delivery Vehicle established 2012 (as appropriate)</li> <li>• Marsh lane Depot completed 2013</li> <li>• Phase 1 Ashley Road development starts 2014</li> <li>• New public open space in A10/A1010 corridor 2014</li> <li>• Gyrotory scheme completed Spring 2014</li> <li>• Hale Village bridge over rail lines 2015</li> </ul>
Link to Haringey Thematic Priorities and Wider Corporate Context	<ul style="list-style-type: none"> <li>• East/West polarisation</li> <li>• Maximise supply of new housing</li> <li>• Sustainability</li> <li>• Economic development &amp; regeneration</li> </ul>

Table 10: A table to summarise the regeneration of Tottenham

## 7.4 Significant Developments along the Borough Boundary

**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 no agreement can be reached on the distribution of uses within the plan. 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

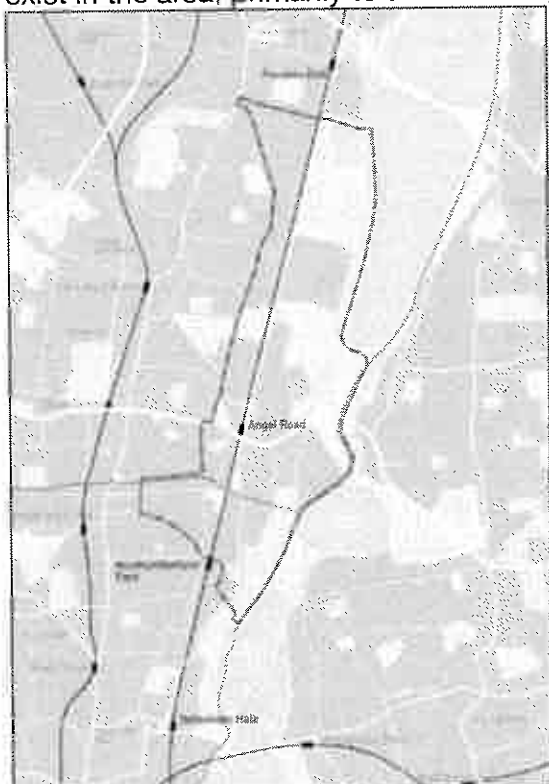


Figure 18: Central Leaside

Employment areas between the railway lines and reservoirs. A settled vision and plan is needed to successfully safeguard and realise the area's potential. A feasibility study for a decentralised energy network centred on the Upper Lee Valley is being planned by a partnership between the London Development Agency, North London Strategic Alliance and the boroughs Haringey, Barnet, Enfield and Waltham Forest. The ambition is for the network to provide low carbon energy to local homes and businesses to support the sustainable economic development of the area.

**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).

**Woodberry Down, Hackney:** A major regeneration area in London Borough of Hackney adjacent to the borough boundary and Seven Sisters area.

**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.

## IMPLEMENTATION

### Summary of Key Points:

- Planned output of xxx new homes 2011-14
- Linked public sector investment of £xxxxm. in social, community and transport infrastructure
- HCA investment required of £xxxxm. Social Housing Grant, £1.505m. Growth Fund shortfall plus recycling of potential equity investment receipts of over £12m.
- Private sector investment potential of £xxxxm.

The previous sections provide a detailed analysis of the Council's priorities and proposed housing and regeneration programmes across the borough. They also set out the important multi agency partnership approach to delivering sustainable communities. The following sections consider the planned outputs against the likely investments required, highlighting gaps in funding and outlining the interventions needed from key partners.

## 8 Development capacity, planned outputs and projected costs

There has been significant public and private sector investment in Haringey over the last three years. But in a borough with extensive areas of deprivation much more is needed. Recent public sector investment includes £214m invested by the Council in 12 school projects delivering improvements and new capacity and over £139m invested by the HCA to deliver housing and public realm improvements.

828 homes were built in the borough in 2008/9 and over 1,000 homes are currently under construction or are due to start before the end of 2010.

Site	No. of Homes	Planned Completion
Hale Village, Tottenham Hale, N17	682	2012
Tottenham Town Hall, Tottenham Green	109	2012
1-13 Herbert Road, Tottenham Green	18	2011
Plevna Day Nursery, Plevna Crescent N15	16	2011
Park Tavern, Park Road Tottenham N17	34	2011
Hesta Annex, White Hart Lane Tottenham N17	13	2010
658-660 High Road Tottenham N17	27	2011
Prince of Wales PH, 612 High Road, Tottenham N17	20	2011
624 High Road, Tottenham N17	54	2012
Aneurin Bevan House, Bounds Green N11	37	2011
R/O 242-274 Hermitage Road N14	20	2010
<b>Total</b>	<b>1,030</b>	

Substantial public sector investment is needed in 2011/14 but clearly this is facing major difficulties in the current economic climate:

- £xxxxm. investment by the Council in new primary school capacity
- £xxxxm. by the NHS Haringey in improved healthcare facilities
- £35.5m. investment in the Tottenham Hale Gyratory and Bus Station scheme
- the Council's Capital programme for further significant planned investment

The sites from the housing trajectory list for the period 2011 – 14 have been assessed against the Council’s prioritisation criteria (**Appendix 6**) with individual site appraisal sheets shown at **Appendix 7**.

It is recognised that HCA investment for 2011 onwards will be heavily constrained and will be subject to project and investment appraisals as part of the Local Investment Agreement.

In developing a delivery plan, the Council is focusing on those sites that are most advanced in terms of site preparation, infrastructure and planning, or in terms of estate regeneration and remodelling, those areas that deliver maximum value for money while meeting customer needs and expectations. The investment required to progress these schemes are shown in the table below.

Priority Area	Investment Period 2011-14				Outputs
	HCA £m	Other Public £m	Private £m	Total £m	
Tottenham Hale	12	52	33.5	97.5	<ul style="list-style-type: none"> <li>Over 1700 new homes (850 affordable)</li> <li>International football stadium</li> <li>Improved services/facilities</li> <li>New Green Industrial space</li> </ul>
Wider Tottenham					<ul style="list-style-type: none"> <li>Over 1,300 new homes created (650 affordable)</li> <li>Improved services within the area –education, health, infrastructure</li> </ul>
Wood Green/Haringey Heartlands/Hornsey	12.6	9	113	134.6	<ul style="list-style-type: none"> <li>Over 1400 new homes (700 affordable)</li> <li>A new town square</li> <li>New food store</li> </ul>

TABLE 13: Projected outputs and investment requirements

## 9 Investment analysis

With increasing pressure on national and local budgets, the key to achieving the housing and regeneration plans in Haringey lies in the ability of all partners to deliver innovative solutions and provide greater value for money. This requires strong collaborative working.

### 9.1 Homes and Communities Agency

Whilst acknowledging a change in government funding priorities, the table below shows HCA investment in terms of average grant per property over the past three years for social rented and intermediate units.

Tenure	Units	Allocation (£)	Average (£)
Social Rent	753	97,854,314	129,953
Intermediate (Ren1 & LCHO)	636	36,781,636	57,833

Table 14: Average HCA grant per property 2007-2010

Based on the development capacity of the place shaping areas between 2011 and 2014, the level of anticipated HCA investment is shown below based on a range of grant assumptions (i.e. the average of the previous three years, 5% below this level, 10% below etc). Efficiency savings are anticipated through improved methods of working and the introduction of new delivery vehicles although it is hard to quantify the exact extent of these savings.

Place making area	Product	Units	Grant required at previous rates	Grant required (less 5%)	Grant required (less 10%)	Grant required (less 15%)	Grant required (less 20%)
Wood Green / Haringey Heartlands	Social Rent	519	67,445,607	64,073,327	60,701,046	57,328,766	53,956,486
	Intermediate	222	12,838,926	12,196,980	11,550,033	10,913,087	10,271,141
Tottenham Hale	Social Rent	617	80,181,001	76,171,951	72,162,901	68,153,851	64,144,801
	Intermediate	264	15,267,912	14,504,516	13,741,121	12,977,725	12,214,330
Wider Tottenham	Social Rent	463	60,168,239	57,159,827	54,151,415	51,143,003	48,134,591
	Intermediate	198	11,450,934	10,878,388	10,305,841	9,733,294	9,160,747
Total units		2,283					
HCA investment required			247,352,619	234,984,989	222,617,357	210,249,726	197,882,095

Table 15: Levels of anticipated HCA investment for BIP priority areas

Additional HCA investment is required in the Clarendon Square (Heartlands) scheme to deliver an acceptable proportion of affordable homes.

For its part, the Council will continue to explore ways in which it can support delivery of the affordable housing programme through the innovative use of its own assets, capital programme and prudential borrowing.

### 9.2 Wider regeneration

Other public and private sector partners play a vital role in funding, enabling and delivering economic and social regeneration schemes in the borough and the council will work with all stakeholders to maximise financial support through the principles of shared investment.



### 9.3 Registered Providers

In its document "Building Better Lives" published in September 2009, the Audit Commission promotes the role of registered providers in contributing to "a good strategic housing function that can add to the wider well-being of an area by helping to make a place where people want to live with good quality housing from which they can select a type and tenure appropriate to their needs, aspirations and means".

In Haringey, the relationship between registered providers and the Council is a strong one that has contributed to significant levels of investment and development in the borough in recent years. The continued engagement of registered providers is essential if the Council is to achieve its target of delivering 340 new affordable homes per year.

To help achieve this, the Council hosts a very successful Developers Forum four times a year, with the aim of bringing together all partners, including the HCA, to discuss localised delivery issues and develop a joined up approach to overcome potential barriers. The future of this Forum will play a key role in developing Haringey's strategic delivery options to bring forward additional homes in the borough.

### 9.4 Local authority

Ultimately councils may have to assume that the HCA will be unable to provide grant and prepare to better utilise local (public & private sector) and council assets. To this end, the Council is currently undertaking a comprehensive audit of its HRA land and property assets. This will assess the potential to release assets at nil value or ring fence the capital receipt to support future developments and/or other housing priorities such as decent homes and estate regeneration (see also section 10.4 ~ Strategic Delivery Vehicle). Any such proposals will, however, have a knock on effect on other Council priorities which may rely, in part, on HRA capital receipts. Consequently an HRA Disposals Policy is required that will enable decisions to be made in light of all competing priorities and will place local decision making at the heart of the process. It is proposed that the Disposals Policy be developed in consultation with Transforming Haringey and other interested stakeholders.

The Council is keen to explore the opportunities afforded under the Local Authority New Build scheme, and again, in acknowledging a reduction in available grant, will explore innovative solutions through the use of its own assets and partnerships to develop proposals further.

### 9.5 Strategic delivery vehicle

Haringey's strategic sites present various challenges in delivering successful development. The Council owns 5 areas of land that play a key role in regeneration schemes: -

- Olympia Trading Estate (Clarendon Square)
- Ashley Road Depot, site at Ashley Road south and Hale Road properties (Greater Ashley Road)
- Hornsey Town Hall and adjoining land (Hornsey Town Hall scheme)
- Civic Centre site, Wood Green (Heartlands/Wood Green)
- Trading Estate (Tottenham Hotspur FC scheme).

Some of these (together with other smaller sites) are being looked at for possible transfer to a Strategic Delivery Vehicle. With the aid of a £48,000 grant from the HCA, the Council has commissioned King Sturge to carry out an options appraisal of the delivery vehicles which may be appropriate to achieve Haringey's regeneration objectives.

The brief presented to King Sturge is all inclusive, with nothing ruled in and nothing ruled out. The Council is particularly keen to explore the opportunities presented by placing all of its land and property assets (residential and commercial), including all related management functions, into an asset-backed special purpose vehicle (SPV) to lead the regeneration of key areas. We are also keen to explore the prospect for other public sector organisations, such as the health service, to place its land and property assets into the vehicle, thereby creating a larger public sector investment portfolio.

By working with the private sector, this approach can provide the development skills and capacity needed, and the commercial acumen required to develop complex sites. 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.

The Council is working with the HCA 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.

When the options appraisal is completed (Sept. 2010), a decision will be taken whether to produce an Outline Business Case in respect of the preferred option(s).

## 9.6 Estate based regeneration

While it is envisaged that in the longer term the strategic delivery vehicle will provide the means by which the majority of major investment in housing, infrastructure and regeneration is managed within the borough, it is pragmatic to assume that this venture will take a number of years to be established. In the meantime, the Council is seeking to develop an estate based regeneration strategy based on the principles of Total Place that seeks to align capital investment for regeneration and housing in an area to create maximum impact. The principles of this approach can equally be applied to the strategic delivery vehicle.

The new estate based regeneration strategy will aim to be self financing, and take as its starting point the potential for significant reductions in public subsidy through the use of land and capital assets on individual estates, so that HRA capital potential can be unlocked and used to lever in additional private sector funding without recourse to the Council's wider capital programme.

Such an approach requires a detailed assessment of the investment required on each estate, not only to bring the properties up to the decent homes standard, but also in terms of any potential new build required to meet housing need and related environmental/infrastructure costs. Against this cost will be the potential value of surplus land and property assets on the estate, with such an approach potentially releasing enough capital to attract inward investment from the private sector or a registered provider.

## 9.7 Preferred investor status

Central to our estate based regeneration approach is the potential for the Council to achieve Preferred Investor Status with the HCA. This would mean that the Council

could bid for HCA funding through the NAHP in the same way that registered providers can. By doing this the Council, in partnership with Homes for Haringey and/or the private sector, could begin a programme of council new build across its priority estates. To maintain viability and present the opportunity of a surplus to re-invest, the Council would need to develop its own land and build houses for shared ownership and outright sale in addition to its core business of social rented units. Such an approach is considered an appropriate way forward for Brunel Walk/Turner Avenue, with the surplus hostels at Brunel Walk and surplus land at Turner Avenue being used to release capital potential to remodel the whole estate and provide additional council housing.

## 9.8 Devolved delivery

Under current public funding arrangements, the HCA is responsible for the allocation of 81% of the housing pot in London and 100% of allocations on new housing development schemes. There is no certainty on funding levels within boroughs, with allocations being made to individual registered providers on the basis of the HCA's funding criteria. Should schemes be delayed or fail, the HCA will move its funding around the Capital often with no consultation with the original borough. This limits the influence that boroughs have on housing provision in their area.

Devolved Delivery Agreements would fundamentally change this investment landscape. They would: -

- give boroughs certainty over a three year funding period;
- enable boroughs to move that money flexibly across different types of investment and substitute schemes;
- ensure that boroughs play a lead role in negotiations on investment from the start of the process; and
- enable boroughs to take the key investment decisions for their local area.

In exchange for agreeing a set of broad outcomes with the Mayor and the London Board, boroughs would be given greater autonomy over investment decisions, certainty on a given level of resources and the flexibility to commit those resources in the way that best suits local circumstances.

The London Housing Strategy will provide the basis for the "deal" between central government and the Mayor, with the Borough Investment Plan setting the local framework under which devolved delivery will operate. Local investment agreements will act as the 'gateway' to devolved delivery, with Devolved Delivery Agreements empowering boroughs in their place-making and regeneration roles. They will also enable boroughs to contribute more to housing delivery; delivering more affordable housing to meet London's needs, in particular social rented housing.

# IMPLEMENTATION, GOVERNANCE AND MONITORING

## 10 Governance arrangements

The Borough Investment Plan is a borough wide ‘road map’ towards becoming a council we are all proud of, and consequently the Haringey Strategic Partnership will act as key sponsor to ensure a joined up approach. The following structure shows how the implementation of the plan will be reported and governed.

### Governance and Delivery Structure

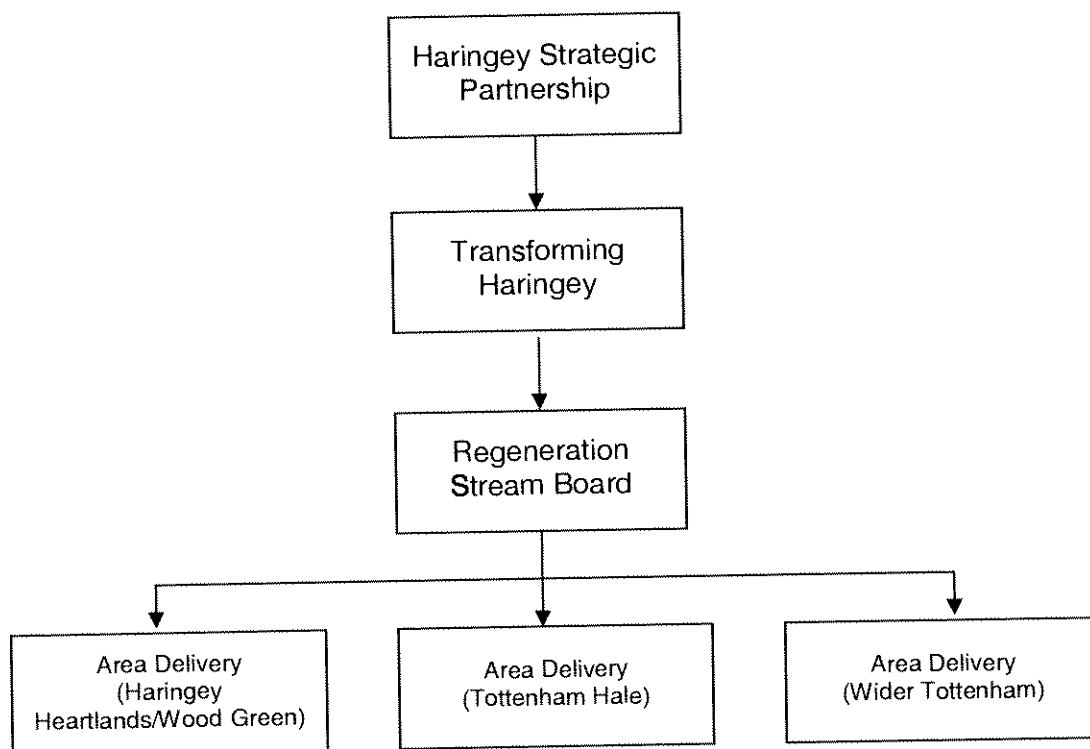


Fig 19: A diagram to show how the Investment Plan will be implemented

The Transforming Haringey Officer Group, which brings together high level representation from the Council, the Greater London Authority, the London Development Agency, Transport for London and the Homes and Community Agency, will be instrumental in shaping and supporting the proposals set out in the Plan and for ensuring it remains a living document.

At a borough level, the Plan will be monitored by a newly formed Housing & Regeneration Board which will bring together representatives from key council departments (e.g. strategic and community housing, planning services, property services, supporting people and Homes for Haringey), the HCA and external partners including registered providers.

The governance structure will be further sub divided into four Area delivery boards. Three of the boards will be responsible for the three place making areas identified within the Plan (Haringey Heartlands/Wood Green, Tottenham, Hale and Wider Tottenham) with the fourth having responsibility for the remaining areas of Haringey.

Details are still being agreed with partners, and it is envisaged that the Governance and Delivery structure will be developed in detail as part of the local investment agreement.

## 11 Monitoring and review

The monitoring and progress review of the BIP will be undertaken through Transforming Haringey and further supported by annual performance updates to Haringey Strategic Partnership board. Each Area Delivery Group will be expected to provide regular performance updates to the Regeneration Stream Board with the BIP being reviewed by Transforming Haringey on a quarterly basis.

## 12 Risk management

Partners have worked diligently to reduce the delivery risk, however the following risks have been identified that could affect the integrity of the BIP:

- Economic environment – The national and regional economy could have an impact on deliverability. This risk will be mitigated through the regular reviews by Transforming Haringey and adjusting the targets accordingly.
- Lack of financial resources - The Plan identifies the current levels of HCA and public investment and commitments up to 2014. The remaining investment highlighted is indicative. Actual financial resources available for public bodies are dependent on the next Comprehensive Spending Review (CSR) period. The annual monitoring and review of the BIP will help to ensure that investment figures are updated in light of policy changes.
- Stakeholder acceptance – This risk will be mitigated through close partnership working and the role of Transforming Haringey.



## Appendix 1

‘Trajectory list – Housing Investment  
Profile 2011 to 2014’

HOUSING INVESTMENT PROFILE BY PLACE SHAPING AREA (2011 - 2014)

Key	PC - Practical Completion Start on site	SOS - HRA -	Pig - Planning		R.P. - Registered Provider	Land Ownership	No. of units	Investment - Required Commitment			BIP Investment Priority Ranking
			R.P. - Registered Provider	Fig. Perm. (Y/N)				2011/2012	2012/2013	2013/2014	
Ref	Address		Fig. Perm. (Y/N)		Land Ownership		Current Development Position		Investment - Required Commitment		BIP Investment Priority Ranking
1	Hornsey Depot, Haringey Heartlands Phase2		N		Council (GF) / Sainsbury's	Land Agreement heads of terms agreed	230		2012-14		High
2	Clarendon Square, Haringey Heartlands Phase 3		Y		National Grid / Council (GF) / LDA	Outline plg. appln. March 2009	1,100	2011/2012			Highest
3	13-27 Station Road N22		N		Council (General Fund)	Discussions ongoing			2012-14		Medium
4	Station Road car park, N22		N		Council (General Fund)	Discussions ongoing			2012-2013		
5	Lymington Avenue N22 6LU (sites A&B)		N		Council (General Fund)	Report to CAB 09/10 for disposal	42	2011/2012			Highest
6	673 Lordship Lane N22 5LA		Y		Private	Full Planning	28	2011/2012			
7	Areilla and BT site, Watsons Road N22 7TZ		Y		Notting Hill Housing Group	In discussions with developer to build out	60	2011/2012			
8	Coppetts Wood Hospitable		Y		Private	Planning granted	20	2011/2012			
9	Hornsey Town Hall		Y		Council	Planning granted	4				
							<b>1,484</b>				
<b>Block 10 &amp; Dispersing Area</b>											
10	Arena Business Centre, Seven Sisters Road, N4 1NY		Y		Unknown	SOS 04/10 PC 10/11	54	1			
11	308 West Green Road, West Green, N15 3QR		Y		Nottinghill HT	Full Planning, possibly sale	43	2011/2012			
							<b>97</b>				



**West Green Station Station & Surrounding Area**

12	Wards Corner, High Road N15	N	Private / Council	In planning submission	197	2012-14	High
13	Lawrence Road (Phase 1), N15 4EJ (assume 2-10)	N	Private	Pre-planning discussions	414	2013/2014	
14	Lawrence Road (Phase 2), N15 4EG	N	Private	Pre-planning discussions	386	2012/2013	
15	Somerset Road, N17 9EJ ( assume LBH Housing)		Council (HRA)	Pre-planning discussions	11	2013/2014	
16	97-99 Phillip Lane, Tottenham Green N15 4JR	Y	Private	CPO- Full planning	12	2011/2012	
17	Brunel Walk/ Turner Avenue	N	Council (HRA) / Private	Viability Appraisal	150	2012/2013	
					<b>1,170</b>		

**Tottenham Hale & Surrounding Area**

18	Former Play area, Tottenham Green (beside Monument way), Saltram CI N17	Y	Council (HRA)	Planning Brief- Re-marketed- HOT agreed	22	2011/2012	High
19	Ashley Road Depot	N	Council (General Fund)	Ashley Road Master Plan	1,200	2013-14	High
20	Tottenham Hale Island Site (West)	N	Private / Council		90	2012/2013	High
21	Hale Waterside	N	British Waterways / Lee Valley Est.	Pre-planning appln. discussions	400	2013-14	High
22	Tynemouth House, Tynemouth Road N15 4AT	N	Private		20	2011/2012	
23	193-197 Broad Lane, N15	N	Private	Planning Submitted	29	2011/2012	
					<b>1,761</b>		

**Northumberland Park & Surrounding Area**

24	High Rd 686 & 700-702 N17 0AE	Y	Private- Neg with Newlon HT	Full Planning	16	2011/2012	
25	Selby Site (Adjoins Bull Lane)	N	Council (General Fund)			2013/2014	
					<b>16</b>		

**Brace Green & Surrounding Area**

26	596-606 High Road, N17	Y	Private	Mixed use/residential	39	2011/2012	
					<b>39</b>		

**TOTALS**

Total units all tenures	4,567
Total units affordable (@ 50%)	2,042
Average units per year over 3 years (2011 - 2014)	1,522

## Appendix 2

‘Trajectory list – Investment Profile 2014  
onwards’

**HOUSING INVESTMENT PROFILE BY PLACE SHAPING AREA  
(2014+)**

Ref	Address	UDP Site	SHLAA Site	HD Y	Plg. Perm. (Y/N)	Land Ownership	Current Development Position	No. of units	Anticipated Develop. Timescale	BIP Investment Priority Ranking
1	Land North of Coburg Road, Haringey Heartlands Phase 4			Y		Council (GF) / Private			2014+	
2	Aneurin Bevan House, Bounds Green, N11 2QA		Y		N	Family Mosaic HA	SOS 04/10 PC 11/11	37	2014+	
3	Myddleton Road (South), N22 8LP		Y			Private		31	20014+	
4	Civic Centre, High Road N22	Y		Y		Council (General Fund)		68	2014+	

**Green Lanes & Surrounding Area**

5	Westerfield Car Pak								2014+	
6	341-379 Seven Sisters Road, N15 6RD	Y				Council / Private		45	20014+	

**West Green/Seven Sisters & Surrounding Areas**

7	Apex House, Seven Sisters Road N15 5PQ	Y				Council (General Fund)		197	2014+	
8	Gourley Place, Seven Sisters			Y		Council (General Fund)		197		

**Tottenham Hale & Surrounding Area**

9	Ashley Road (West)			Y		Council (HRA) / BP Oil / Murphys / CSuF	Ashley Road Master Plan	528	2012-15	High
10	Welbourne Centre, Chesnut Road			Y		Council (General Fund)	Ashley Road Master Plan	20	2013-15	High
11	Tottenham Hale Island Site (West)	Y				Private / Council		90	2012-14	High

12	Tottenham Hale Station	Y					Network Rail / TfL / Council (GF)	191	2016+
13	Stamford House Stamford Road N15 4PU		Y				Council (HRA)	50	
14	Tynemouth House, Tynemouth Road N15 4AT		Y		N		Private	20	
								<b>899</b>	

**Northumberland Park & Surrounding Area**

15	Tottenham Hotspur Stadium & adjoining land N17 0AP	Y					THFC / Council / Private	200	2011-16	High
16	Selby Site (Adjoins Bull Lane)			Y			Council (General Fund)			
								<b>200</b>		

**Bruce Grove & Surrounding Area**

39	624 High road, Tottenham, N17				N		Private- Neg with One Hsg	54		
								54		

Total units all tenures	<b>1,463</b>
Total units affordable (@ 50%)	<b>732</b>
Average units per year over 3 years (2011 - 2014)	<b>488</b>

Total units all tenures  
Total units affordable (@ 50%)  
Average units per year over 3 years (2011 - 2014)

## Appendix 3

'Place Shaping Map: Haringey  
Heartlands/Wood Green'



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**PLACE SHAPING AREA**

**WOOD GREEN/HARINGEY HEARTLANDS**

## Appendix 4

'Place Shaping Map: Tottenham Hale'





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## PLACE SHAPING AREA

## TOTTENHAM HALE

## Appendix 5

‘Place Shaping Map: Wider Tottenham’



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**PLACE SHAPING AREA**

**WIDER TOTTENHAM**

## Appendix 6

### 'Council's prioritisation Criteria'

Prioritisation Criteria			
Scheme name and description:			
Local Place Shaping Area :			
		Achievable?	
	Notes	Y	N
Deliverability			
Start on site before 2014?			
Above 50 Affordable Housing Units provided?			
What pump priming / Grant / infrastructure are needed within the next 5 years?			
Is the project ready to start? (Viability/ planning permission / land owner agreed)			
Strategic Fit			
Does it deliver national / regional targets?			
Does it deliver HCA national or regional priorities?			
Does it deliver the priorities in the in the Community Strategy / Corporate Plans?			
Does it deliver strategic objectives as agreed by Transforming Haringey?			
Wider benefits of the project			
Is the scheme a catalyst for regeneration?			
Are there Transport/ Green transport benefits			
Provision of social infrastructure?			
Does it unlock another site (provide a vital link)			

Value for Money			
Does the project offer value for money?			
Does the project alleviate east/ west polarisation, are key place shaping areas covered? Are the councils thematic priorities covered?			
<b>Total Ticks</b>			

Key deliverables and outputs of project			
Number of Homes	Total:	Affordable:	Percentage:
Economic Development:			
Total number of new jobs	Total:		

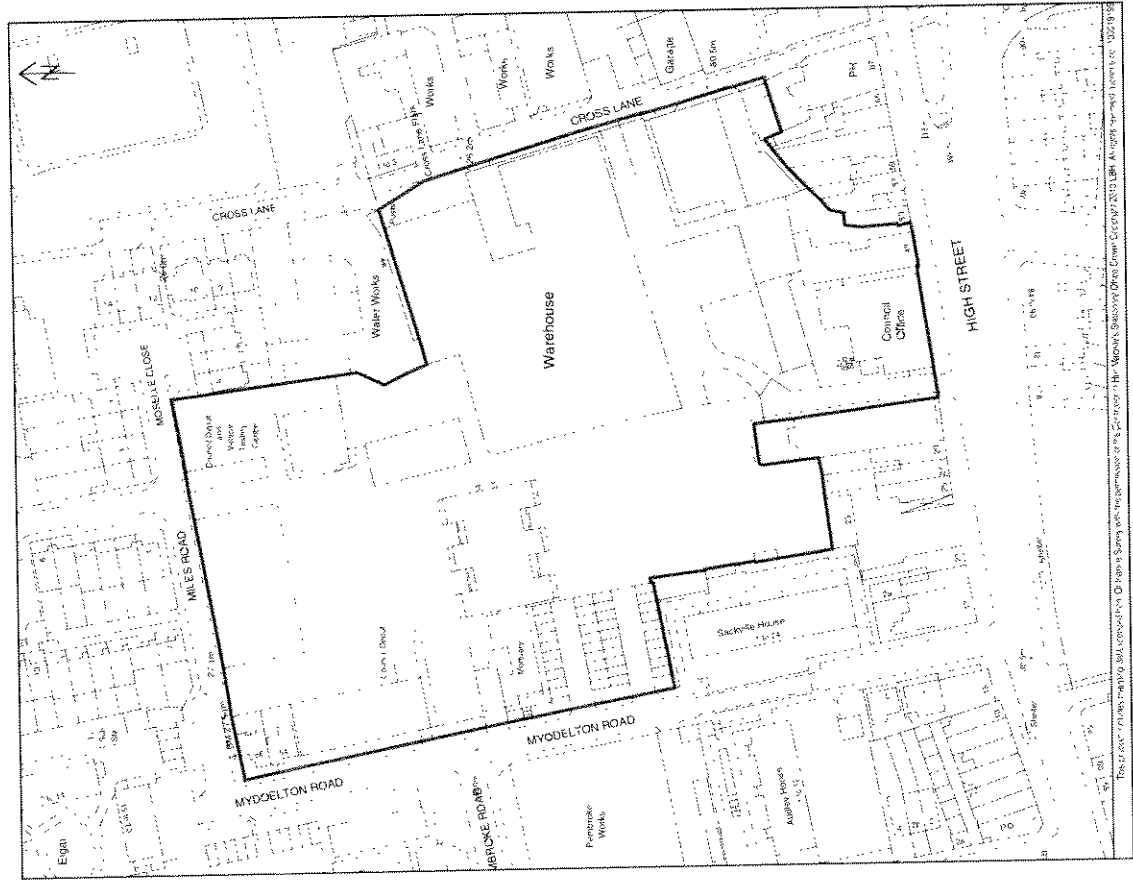
Key deliverables and outputs of project			
Number of Homes	Total:	Affordable:	Percentage:
Economic Development:			
Total number of new jobs	Total:		

Summary	
Achievability score (Y ticks)	=
Affordable homes provided?	=
Number of jobs provided?	=
Total investment needed?	=

## Appendix 7

### 'Individual Site Appraisals'

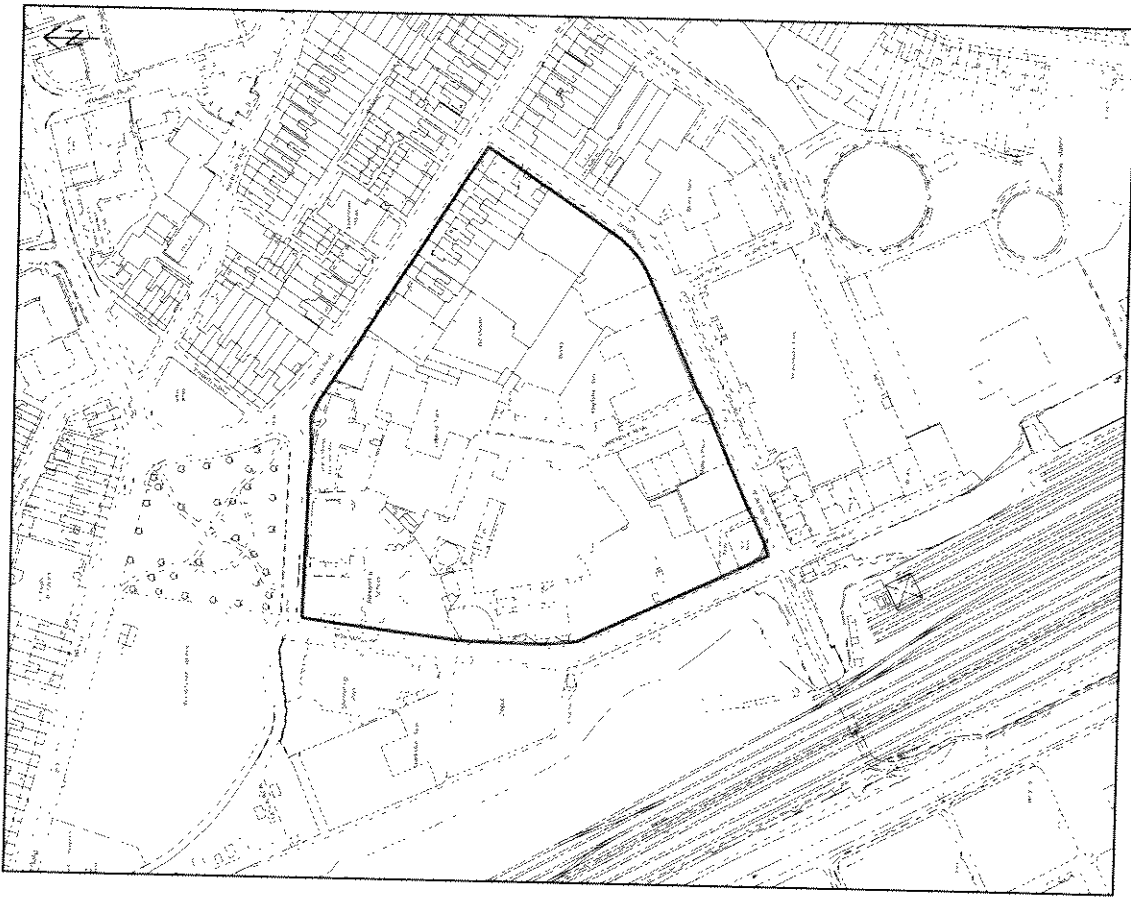
Ref: 1



Site name	Hornsey Depot, Haringey Heartlands Phase 2	
Place shaping area	Wood Green / Haringey Heartlands	
Time frame	2012-2014	
Strategic links		
Housing allocation	Total number of homes	230
	No. of affordable homes	115
	% of affordable homes	50
	Tenure split Rent/Intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional notes		

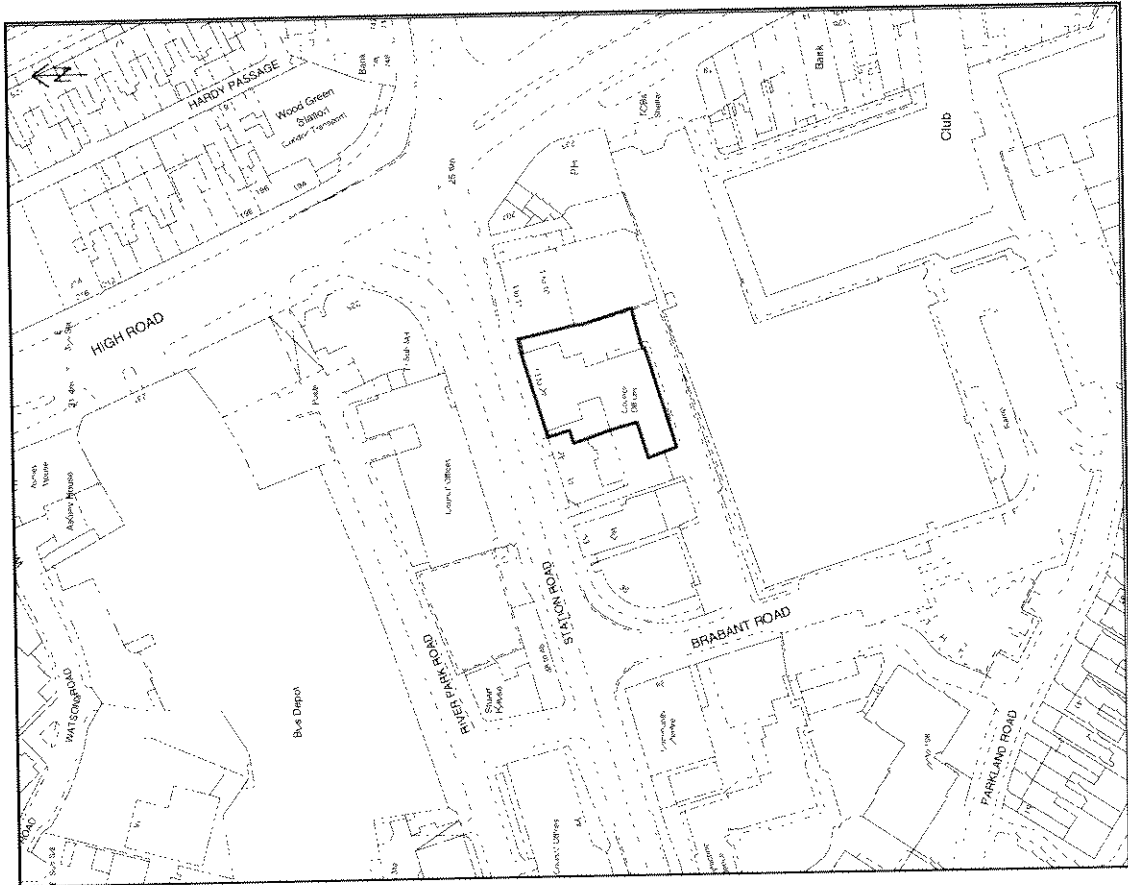


Ref: 2



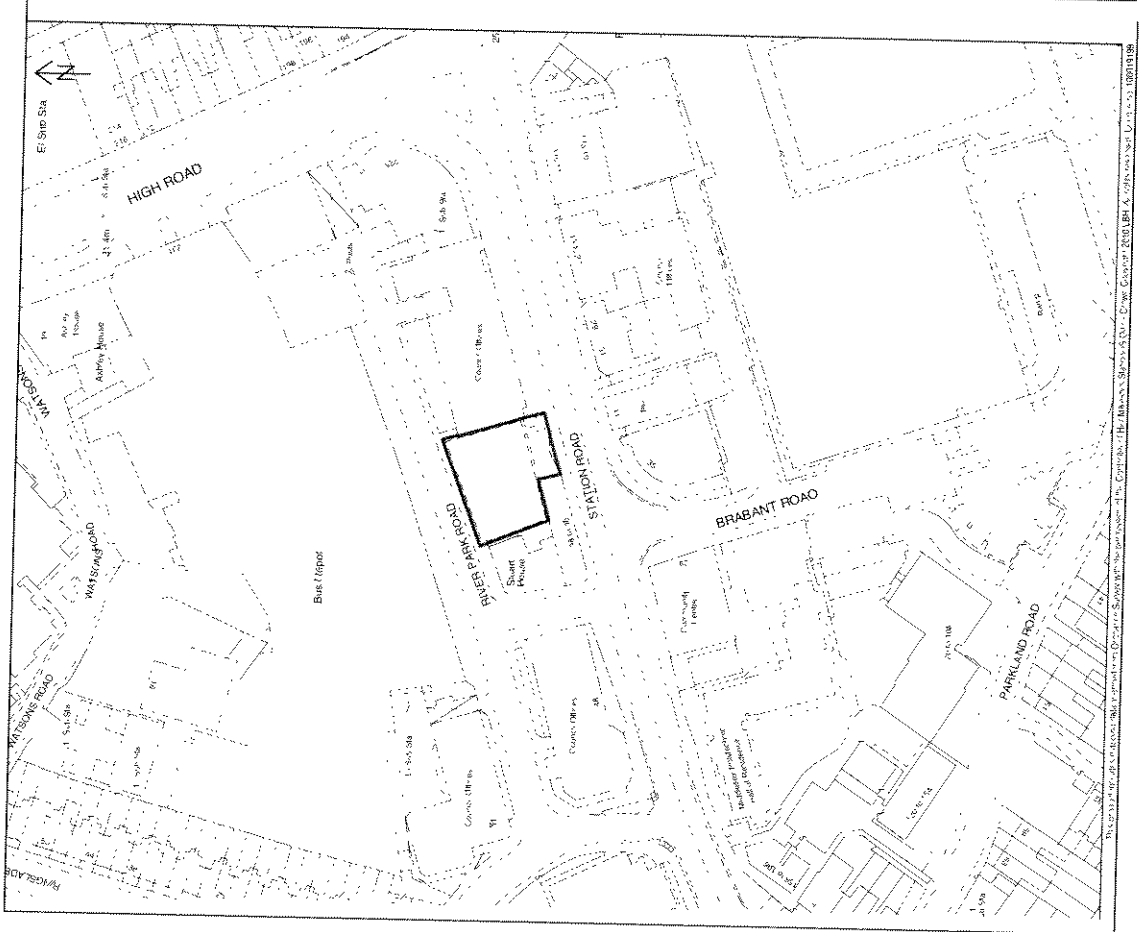
Site name	Clarendon Square, Haringey Heartlands Phase 3	
Place shaping area	Wood Green / Haringey Heartlands	
Time frame	2011-2012	
Strategic links		
Housing allocation	Total number of homes	1100
	No. of affordable homes	550
	% of affordable homes	50
	Tenure split Social/Intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 3



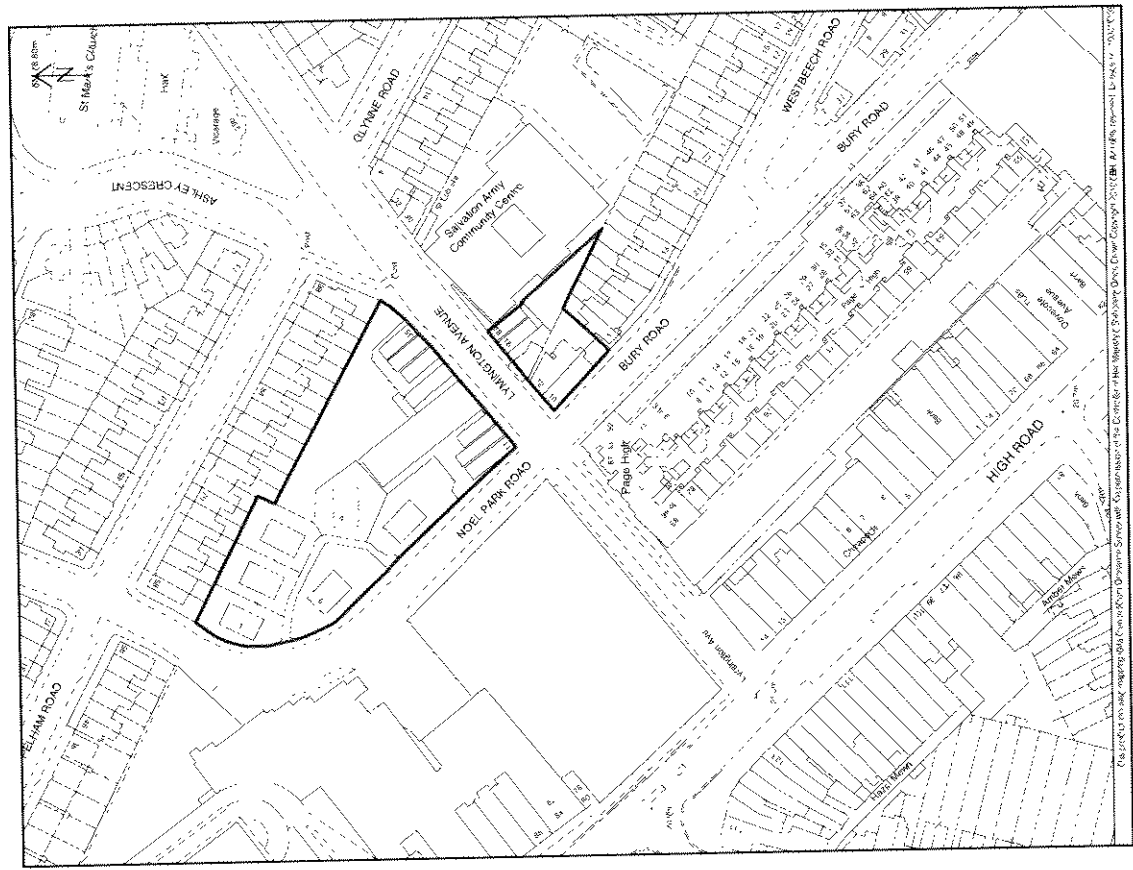
Site name	13-27 Station Road, N22	
Place shaping area	Wood Green / Haringey Heartlands	
Time frame	2012-2014	
Strategic links		
Housing allocation	Total number of homes	TBC
	No. of affordable homes	TBC
	% of affordable homes	50
	Tenure split Social/Intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 4



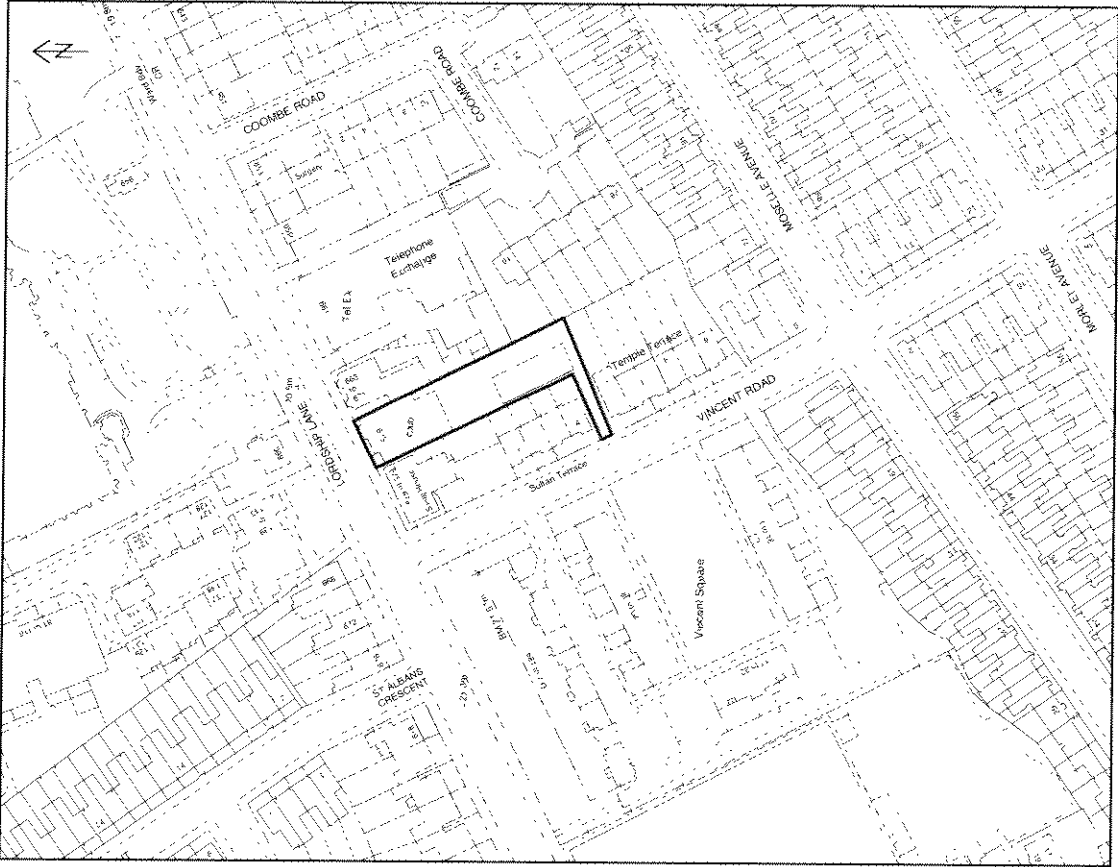
Site name	Station Road car park, N22	
Place shaping area	Wood Green / Haringey Heartlands	
Time frame	2012-2013	
Strategic links		
Housing allocation	Total number of homes	TBC
	No. of affordable homes	TBC
	% of affordable homes	50
	Tenure split Social/Intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 5



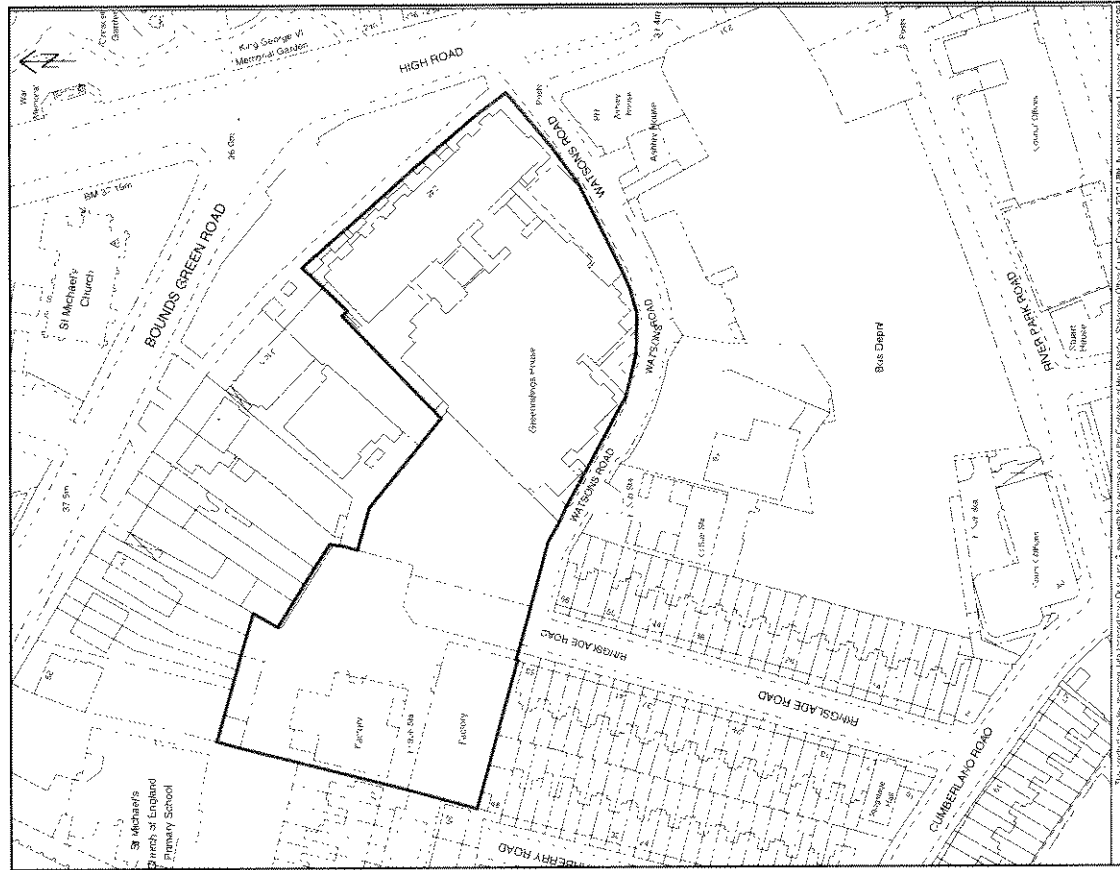
Site name	Lymington Avenue N22 6LU (sites A&B)	
Place shaping area	Wood Green / Haringey Heartlands	
Time frame	2011-2012	
Strategic links		
Housing allocation	Total number of homes	42
	No. of affordable homes	21
	% of affordable homes	50
Economic benefits	Tenure split	70/30
	Social/Intermediate Construction jobs	TBC
	Apprenticeships	TBC
Transport infrastructure current/ planned	Permanent jobs	TBC
	Social infrastructure provision	
Additional Notes		

Ref: 6



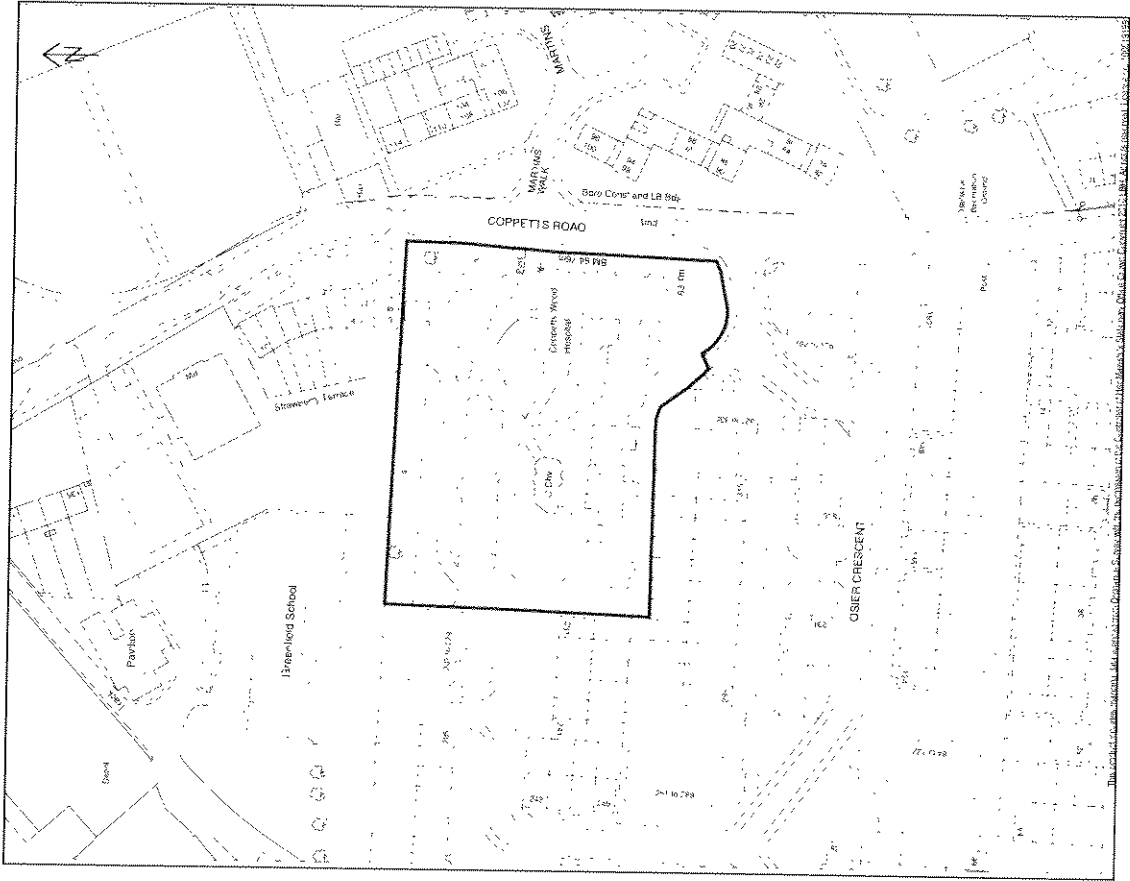
Site name	673 Lordship Lane N22 5LA	
Place shaping area	Wood Green / Haringey Heartlands	
Time frame	2011-2012	
Strategic links		
Housing allocation	Total number of homes	28
	No. of affordable homes	14
	% of affordable homes	50
	Tenure split Social/Intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 7



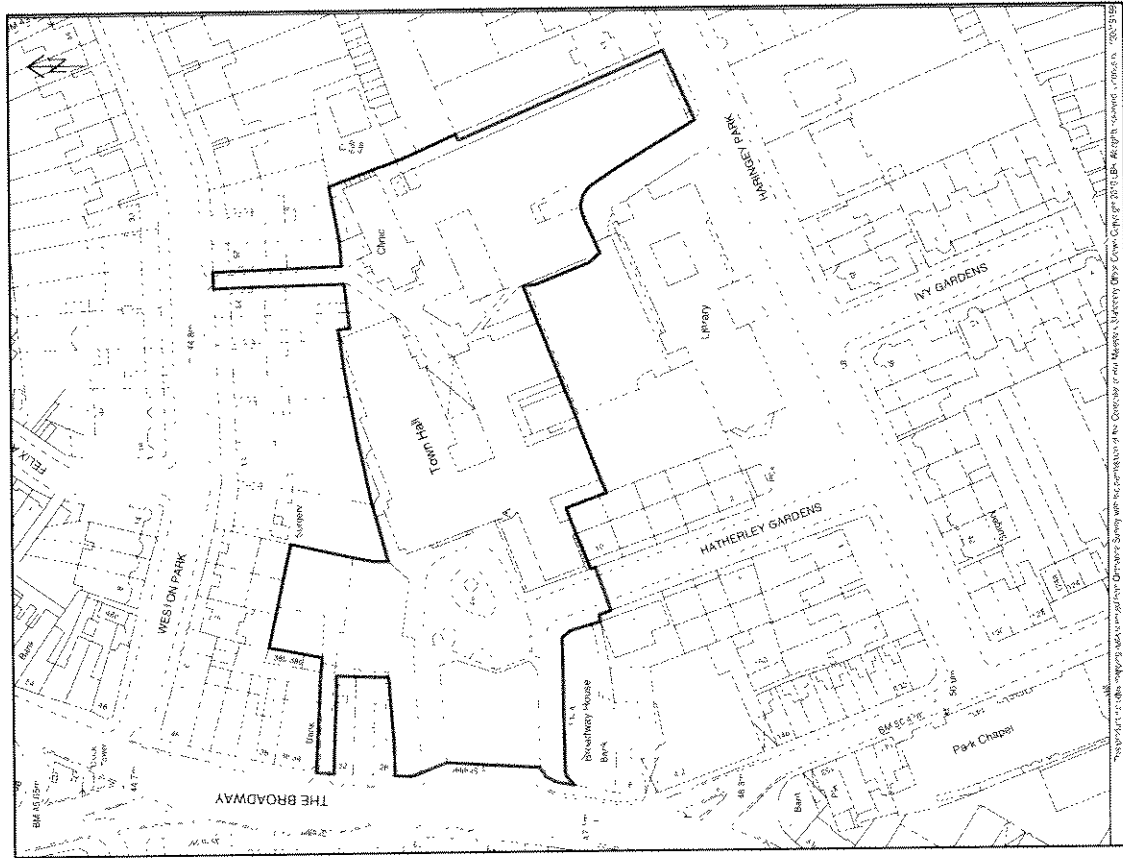
Site name	Areilla and BT site, Watsons Road N22	
Place shaping area	Wood Green / Haringey Heartlands	
Time frame	2011-2012	
Strategic links		
Housing allocation	Total number of homes	60
	No. of affordable homes	30
	% of affordable homes	50
	Tenure split Social/Intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 8



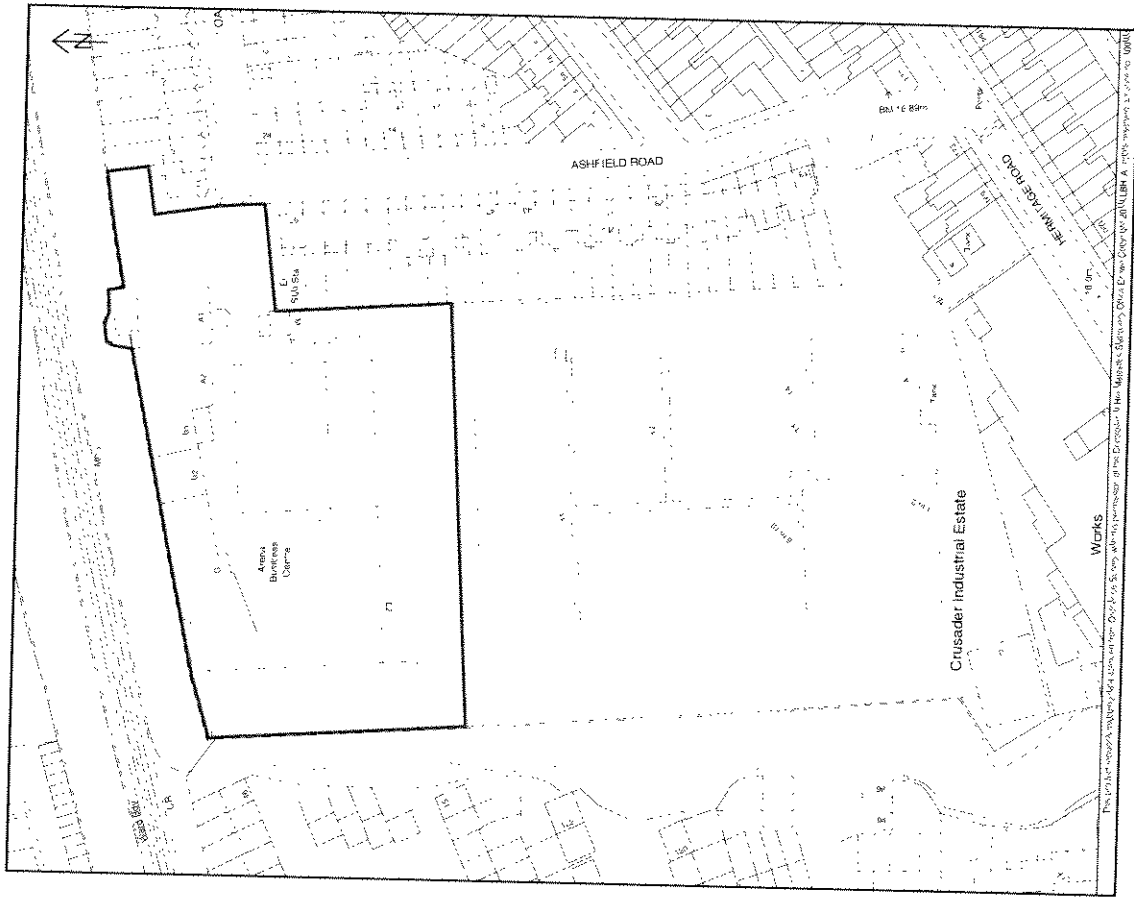
Site name	Coppetts Wood Hospitable	
Place shaping area	Wood Green / Haringey Heartlands	
Time frame	2011-2012	
Strategic links		
Housing allocation	Total number of homes	20
	No. of affordable homes	10
	% of affordable homes	50
	Tenure split	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 9



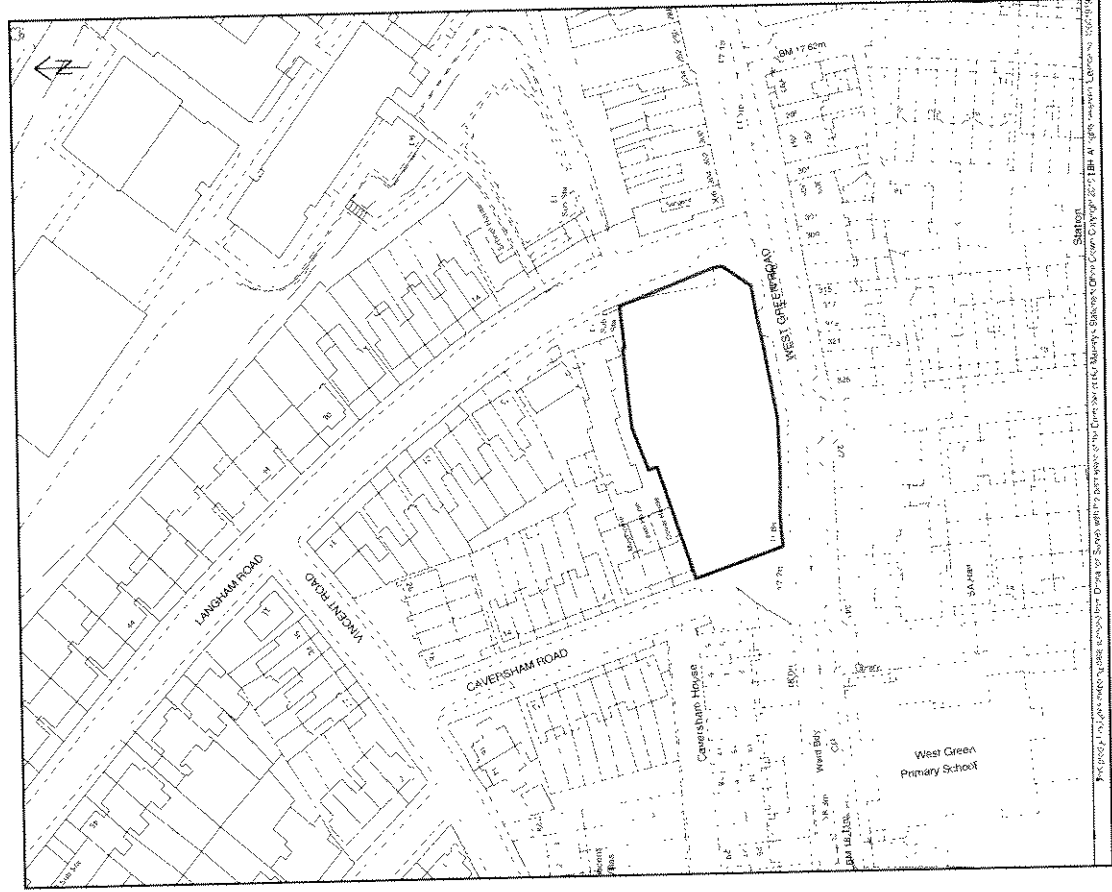
Site name	Hornsey Town Hall	
Place shaping area	Wood Green / Haringey Heartlands	
Time frame	Within 2011-2014	
Strategic links		
Housing allocation	Total number of homes	4
	No. of affordable homes	2
	% of affordable homes	50
	Tenure split Social/Intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		





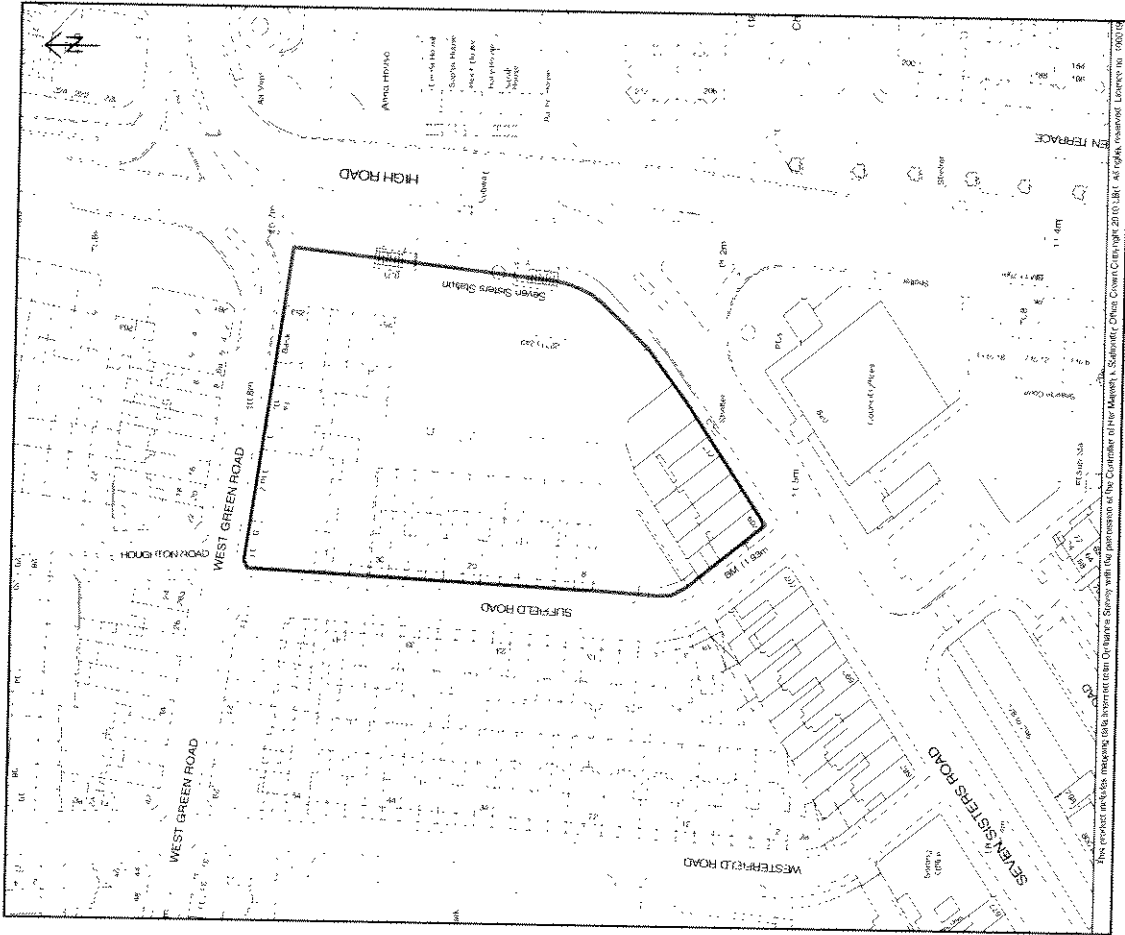
Site name	Arena Business Centre, Seven Sisters road N4 1NY	
Place shaping area	Wider Tottenham - Green Lanes	
Time frame	Within 2011-2012	
Strategic links		
Housing allocation	Total number of homes	54
	No. of affordable homes	27
	% of affordable homes	50
	Tenure split Social/intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 11



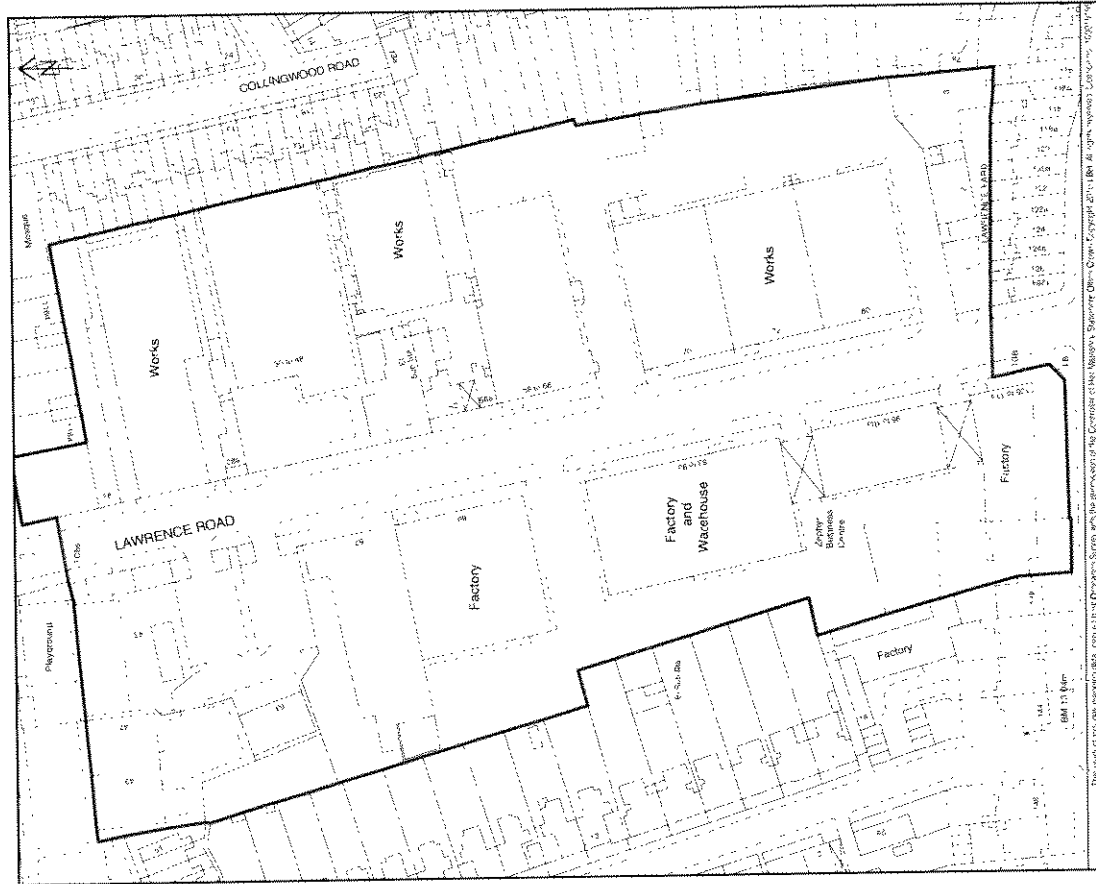
Site name	308 West Green Road, West Green	
Place shaping area	Wider Tottenham - Green Lanes	
Time frame	Within 2011-2012	
Strategic links		
Housing allocation	Total number of homes	43
	No. of affordable homes	22
	% of affordable homes	50
	Tenure split	70/30
Economic benefits	Social/Intermediate Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 12



Site name	Wards Corner, High Road N15	
Place shaping area	Wider Tottenham - W.Green/ Seven Sisters	
Time frame	Within 2011-2012	
Strategic links	2012-2014	
Housing allocation	Total number of homes	TBC
	No. of affordable homes	TBC
	% of affordable homes	50
	Tenure split Social/Intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 13



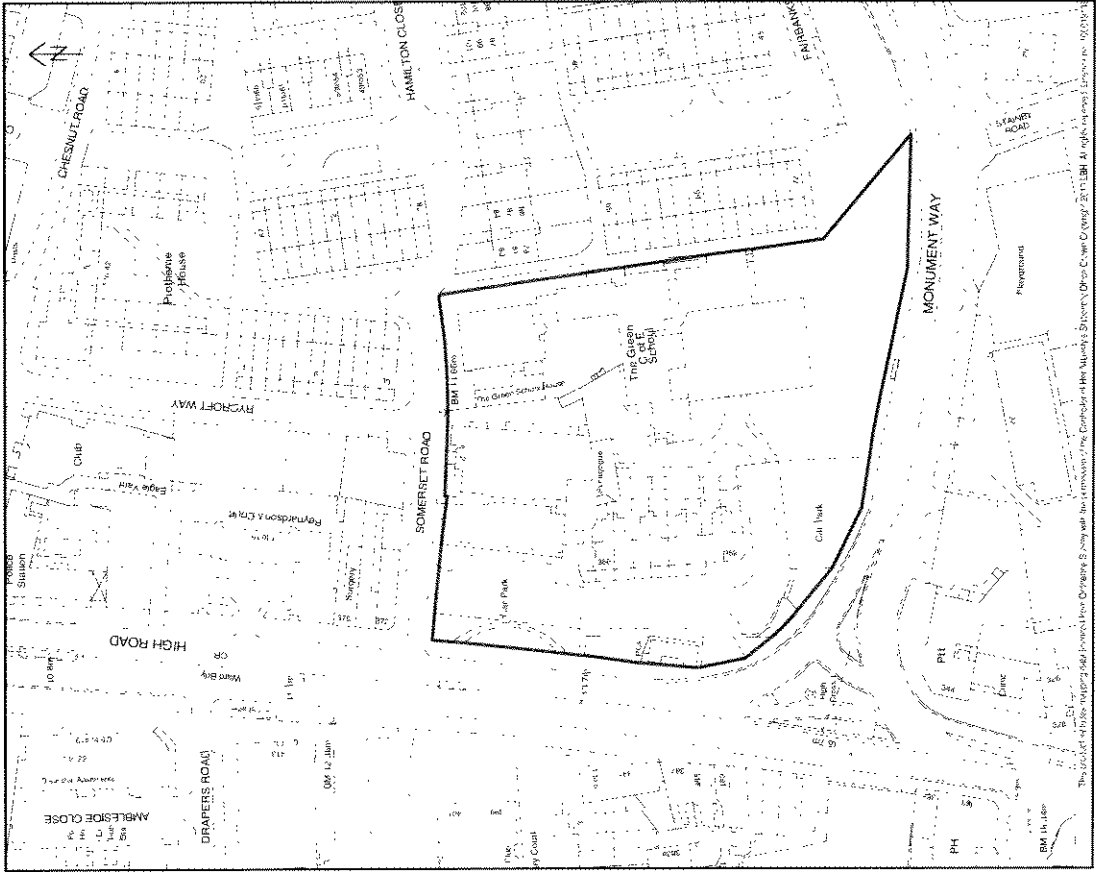
Site name	Lawrence Road (Phase1) N15 4EJ (Phase 1 / 2 indicative areas)	
Place shaping area	Wider Tottenham - W.Green/ Seven Sisters	
Time frame	2013-2014	
Strategic links		
Housing allocation	Total number of homes	414
	No. of affordable homes	207
	% of affordable homes	50
	Tenure split Social/Intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 14



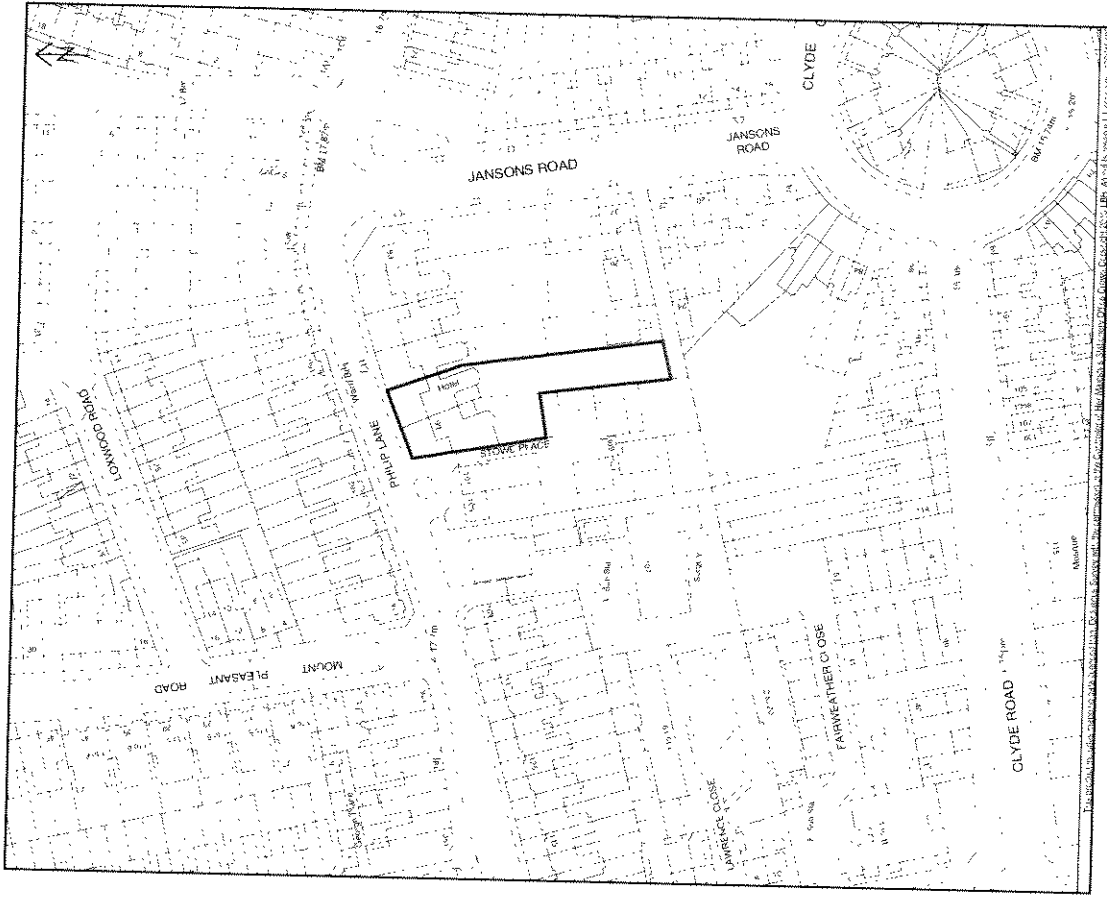
Site name	Lawrence Road (Phase2) N15 4EG (Phase 1 / 2 indicative areas)	
Place shaping area	Wider Tottenham - W.Green/ Seven Sisters	
Time frame	2012-2013	
Strategic links		
Housing allocation	Total number of homes	386
	No. of affordable homes	193
	% of affordable homes	50
Economic benefits	Tenure split Social/Intermediate	70/30
	Construction jobs	TBC
	Apprenticeships	TBC
Transport infrastructure current/ planned	Permanent jobs	TBC
	Social infrastructure provision	
Additional Notes		

Ref: 15



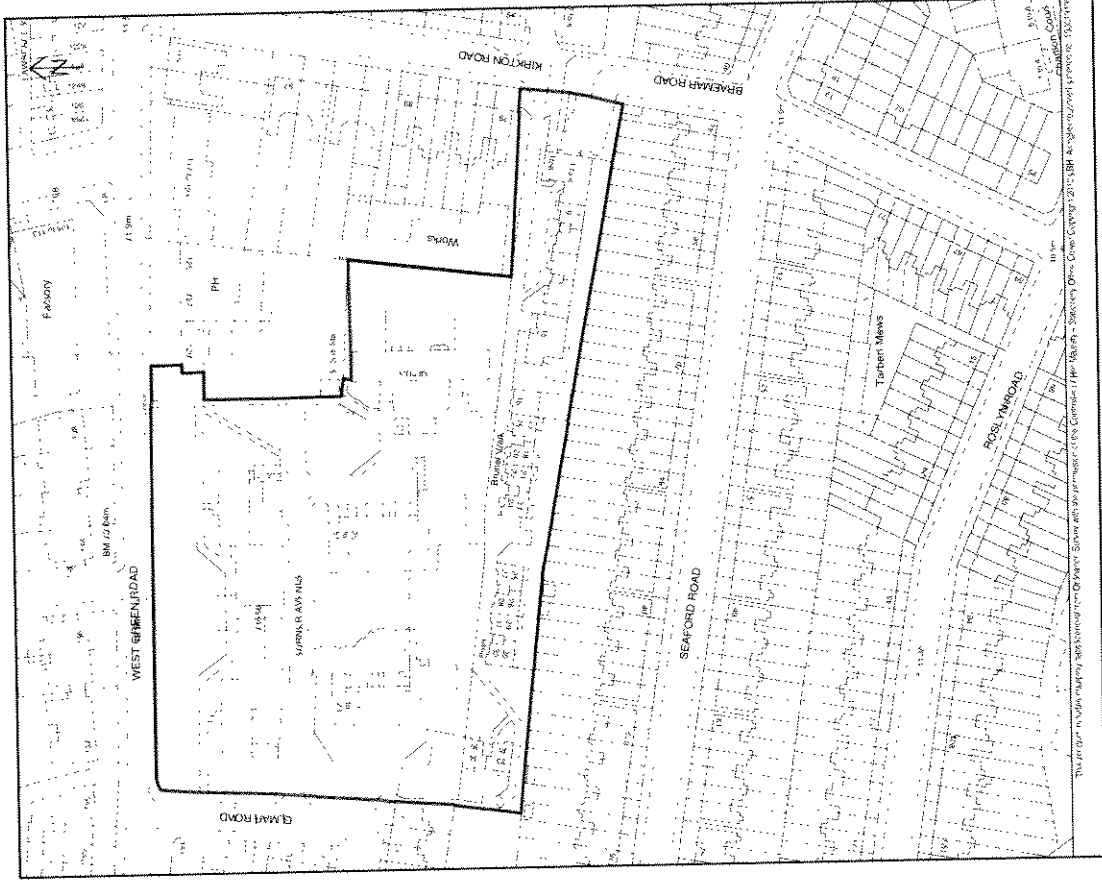
Site name	Somerset Road, N17 9EJ (Indicative area shown)	
Place shaping area	Wider Tottenham - W.Green/ Seven Sisters	
Time frame	Within 2011-2014	
Strategic links		
Housing allocation	Total number of homes	11
	No. of affordable homes	6
	% of affordable homes	50
Economic benefits	Tenure split	70/30
	Construction jobs	TBC
	Apprenticeships	TBC
Transport infrastructure current/ planned	Permanent jobs	TBC
Social infrastructure provision		
Additional Notes		

Ref: 16



Site name	97-99 Phillip Lane, Tottenham Green N15 4JR	
Place shaping area	Wider Tottenham - W.Green/ Seven Sisters	
Time frame	Within 2011-2012	
Strategic links		
Housing allocation	Total number of homes	12
	No. of affordable homes	6
	% of affordable homes	50
Economic benefits	Tenure split Social/intermediate	70/30
	Construction jobs	TBC
	Apprenticeships	TBC
Transport infrastructure current/ planned	Permanent jobs	TBC
	Social infrastructure provision	
Additional Notes		

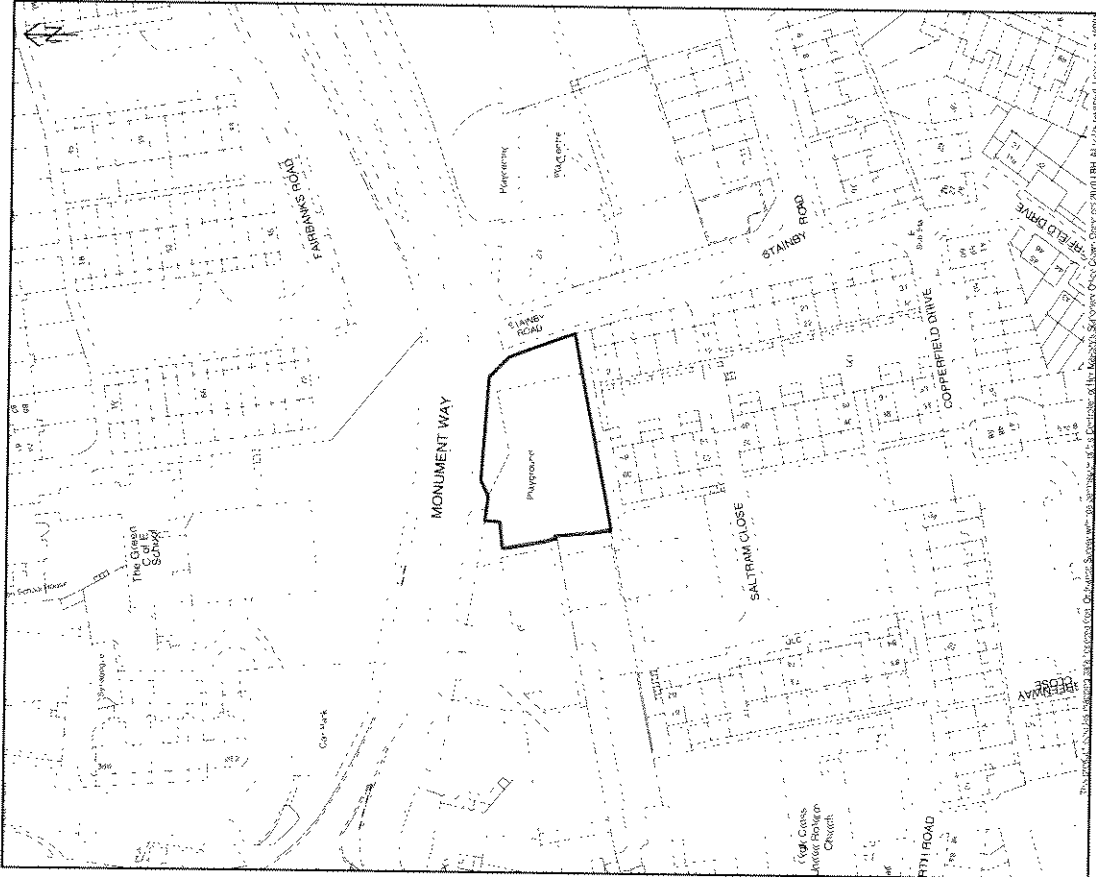
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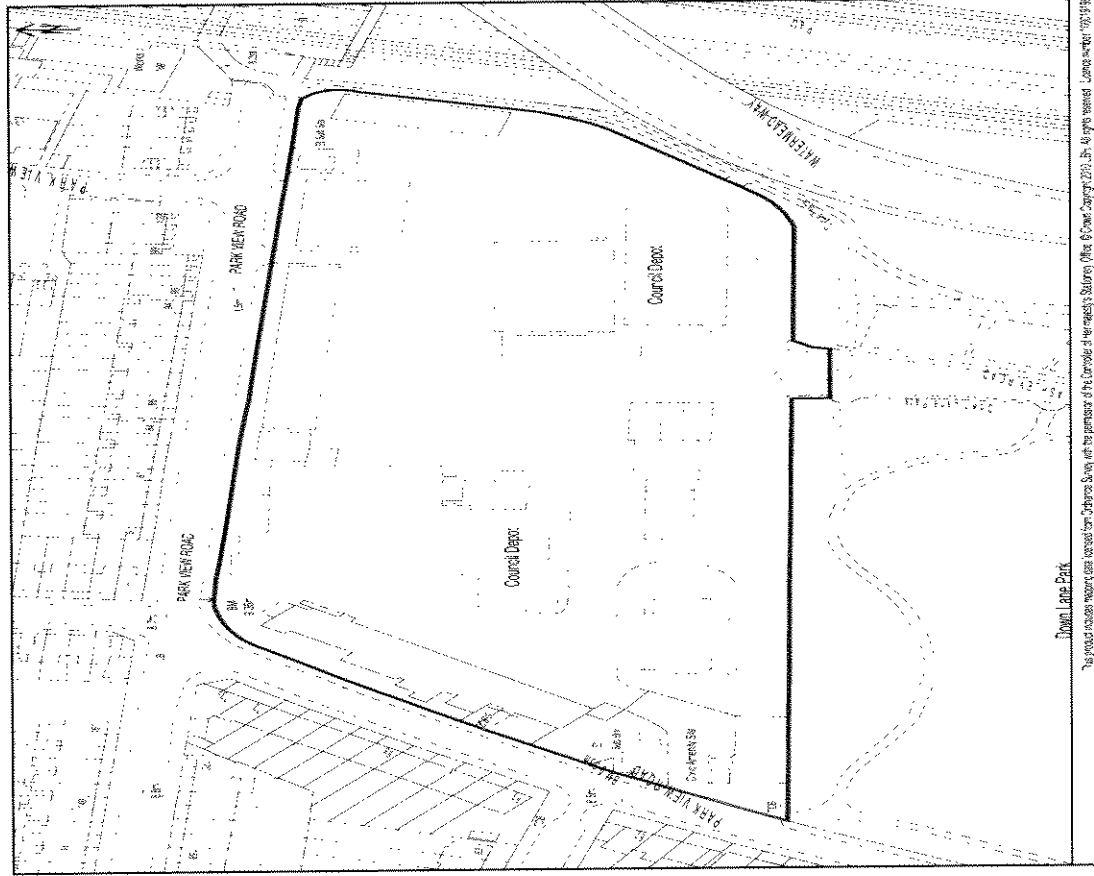
Site name	Brunel Walk / Turner Avenue	
Place shaping area	Wider Tottenham - W.Green/ Seven Sisters	
Time frame	Within 2012-2013	
Strategic links		
Housing allocation	Total number of homes	150
	No. of affordable homes	TBC
	% of affordable homes	50
Economic benefits	Tenure split	70/30
	Social/Intermediate Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		



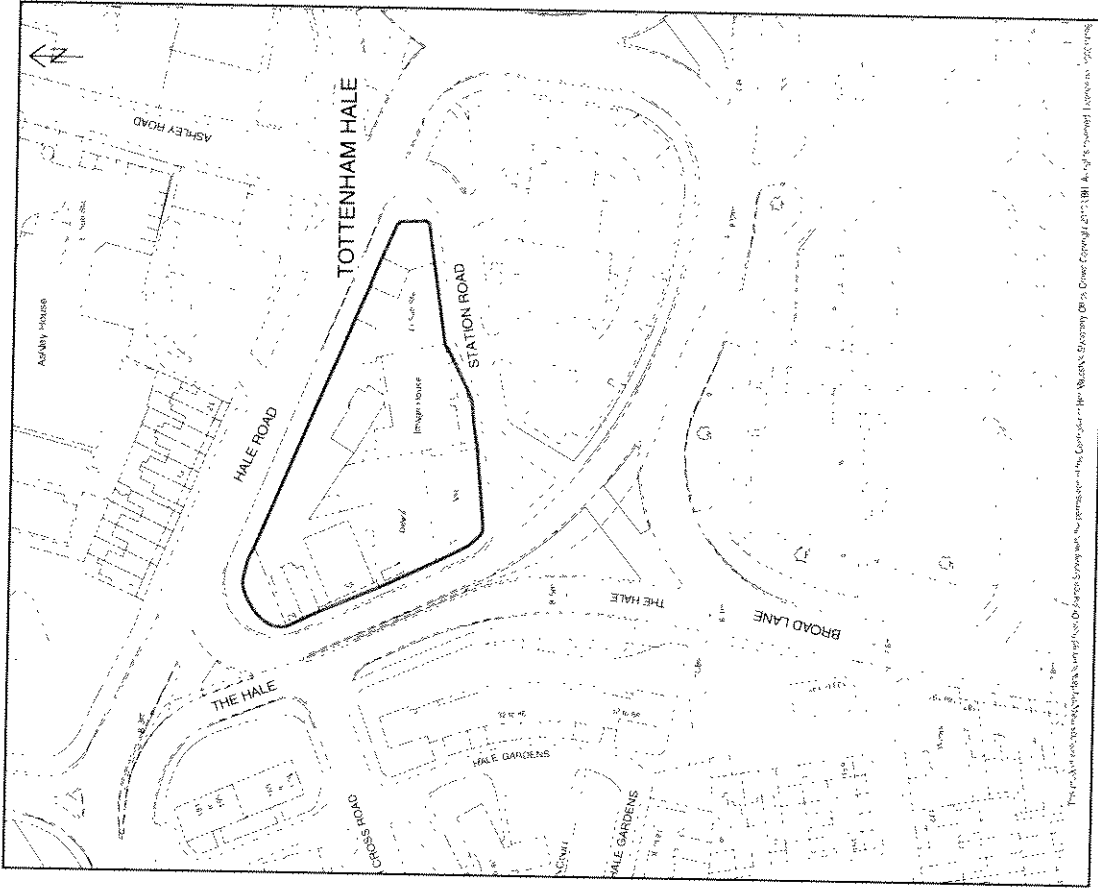
Ref: 18



Site name	Saltram Close, Tottenham Green	
Place shaping area	Tottenham Hale	
Time frame	Within 2011-2012	
Strategic links		
Housing allocation	Total number of homes	22
	No. of affordable homes	11
	% of affordable homes	50
Economic benefits	Tenure split Social/Intermediate	70/30
	Construction jobs	TBC
	Apprenticeships	TBC
Transport infrastructure current/ planned	Permanent jobs	TBC
	Social infrastructure provision	
Additional Notes		

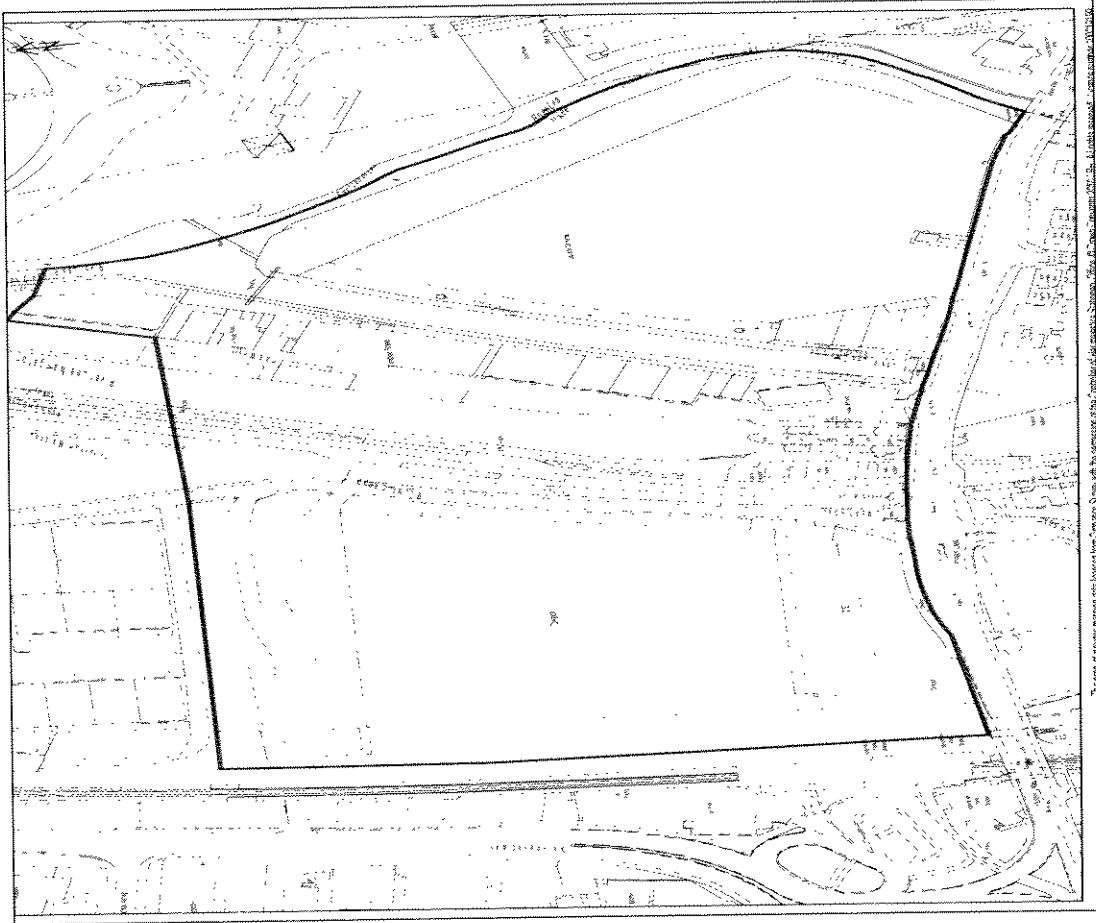


Site name	Ashley Road Depot	
Place shaping area	Tottenham Hale	
Time frame	Within 2013-2014	
Strategic links		
Housing allocation	Total number of homes	306
	No. of affordable homes	153
	% of affordable homes	50
	Tenure split Social/Intermediate	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

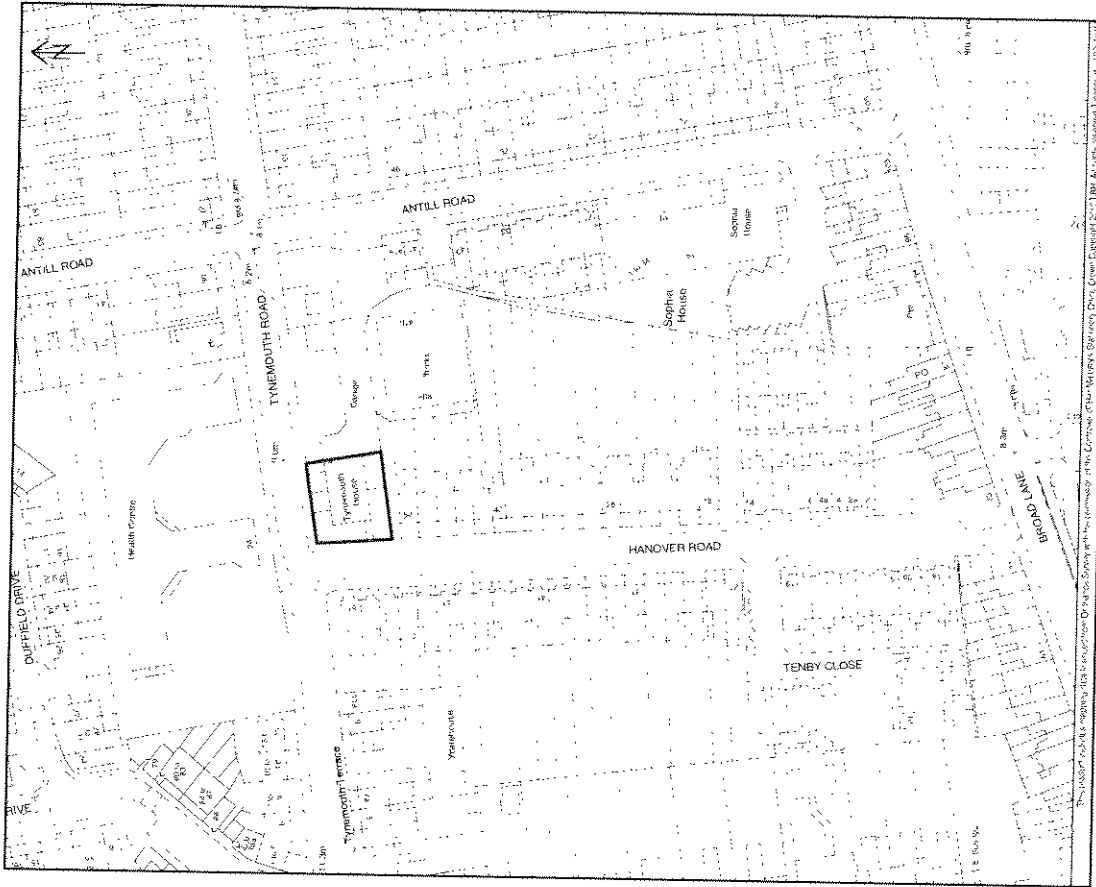


Site name	Tottenham Hale Island Site	
Place shaping area	Tottenham Hale	
Time frame	Within 2012-2013	
Strategic links		
Housing allocation	Total number of homes	90
	No. of affordable homes	45
	% of affordable homes	50
Economic benefits	Tenure split Social/Intermediate Construction jobs	70/30
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 21

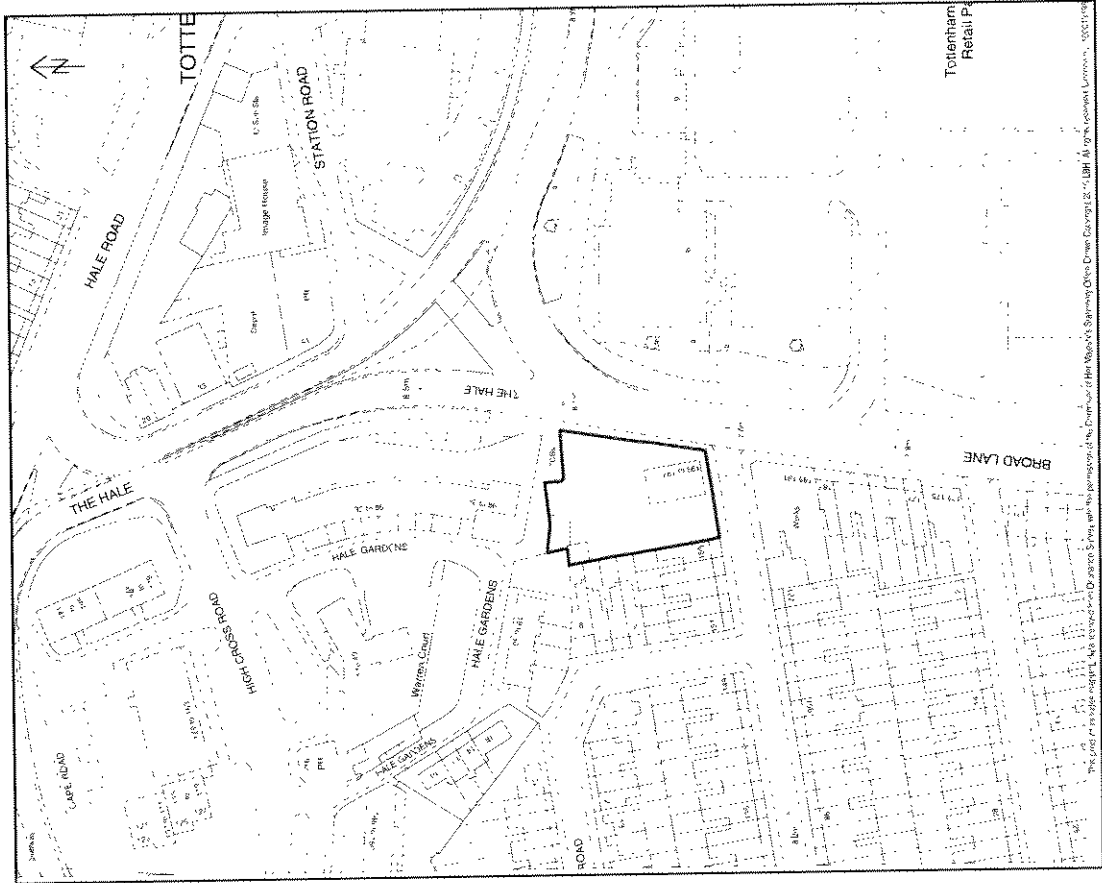


Site name	Hale Waterside	
Place shaping area	Tottenham Hale	
Time frame	Within 2013-2014	
Strategic links		
Housing allocation	Total number of homes	400
	No. of affordable homes	200
	% of affordable homes	50
	Tenure split	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

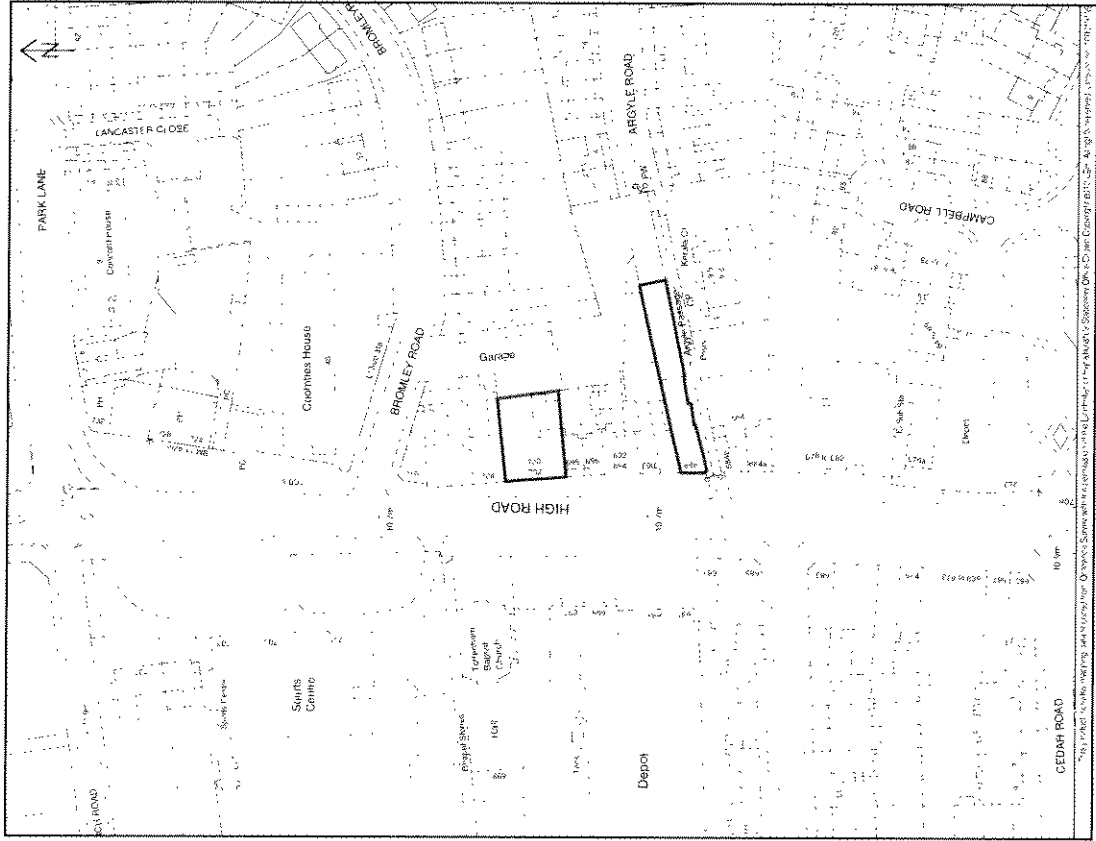


Site name	Tynemouth House, Tynemouth Road N15 4AT	
Place shaping area	Tottenham Hale	
Time frame	Within 2011-2012	
Strategic links		
Housing allocation	Total number of homes	20
	No. of affordable homes	10
	% of affordable homes	50%
Economic benefits	Tenure split Social/Intermediate Construction jobs	70/30 TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 23

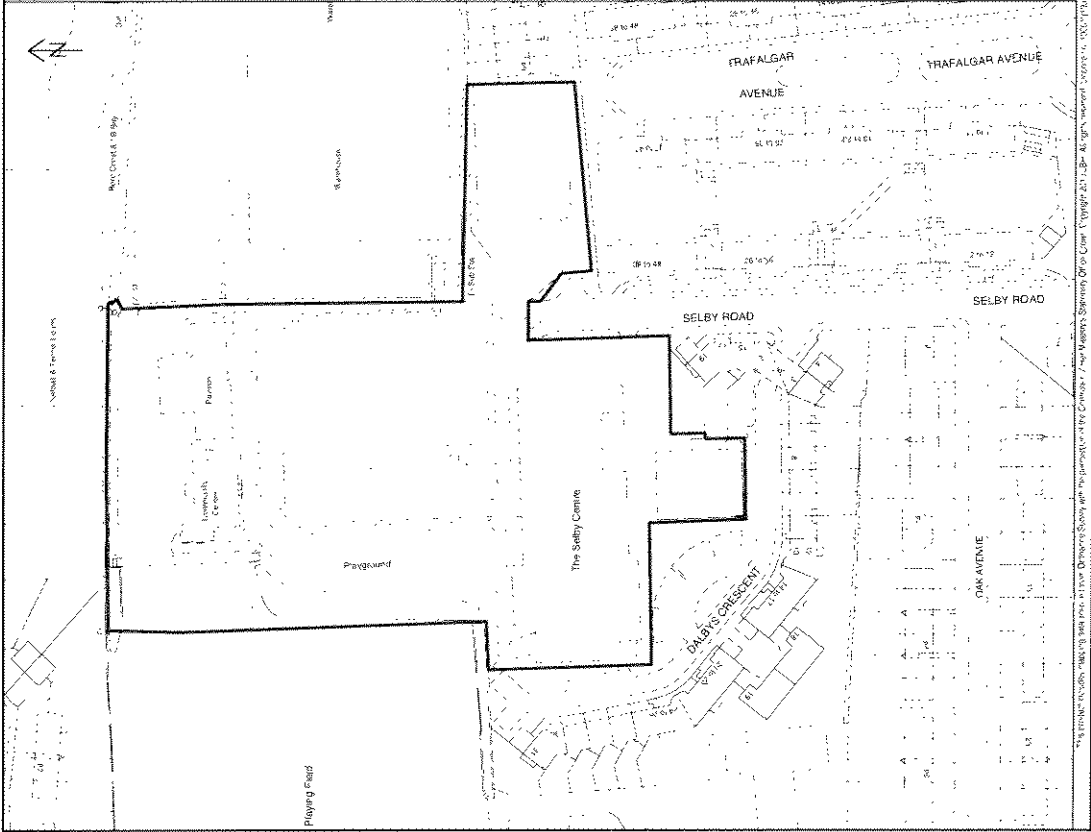


Site name	193-197 Broad Lane, N15	
Place shaping area	Tottenham Hale	
Time frame	Within 2011-2012	
Strategic links		
Housing allocation	Total number of homes	29
	No. of affordable homes	16
	% of affordable homes	50
	Tenure split	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		



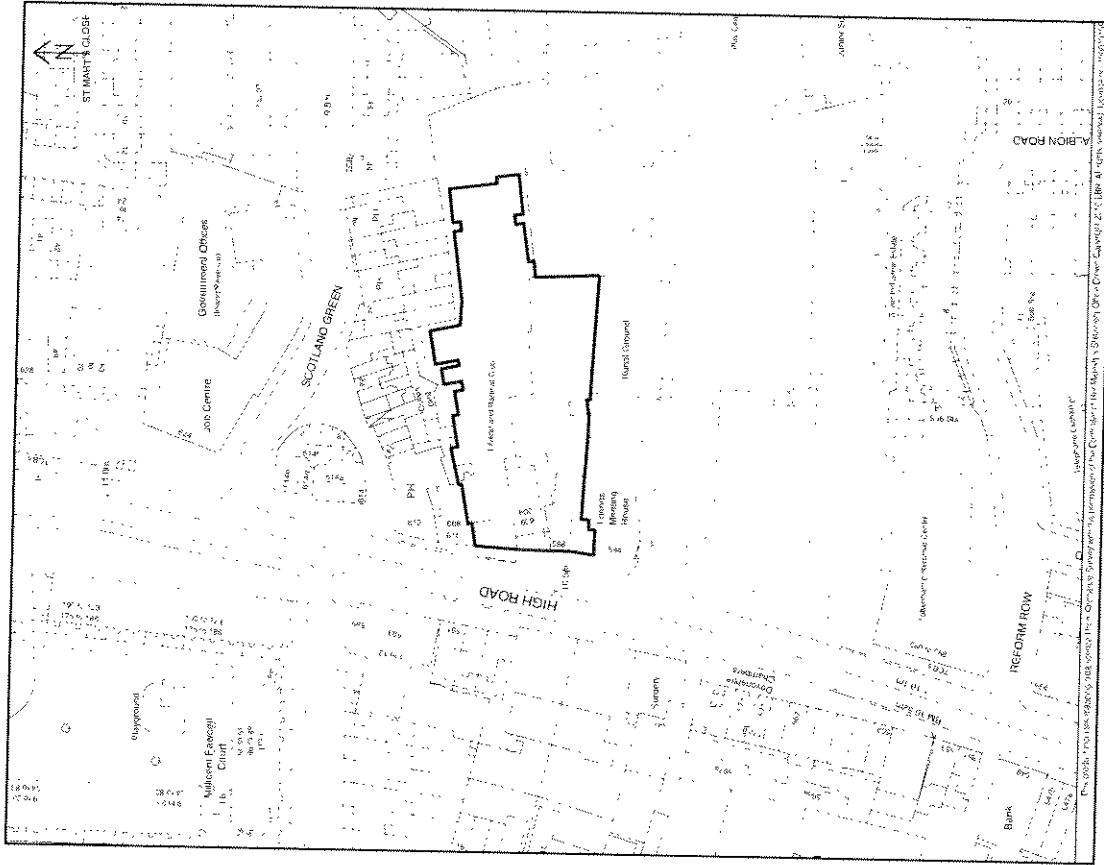
Site name	High Road 686 & 700 – 702 N17 OAE	
Place shaping area	Northumberland Park and surrounding areas	
Time frame	Within 2011-2012	
Strategic links		
Housing allocation	Total number of homes	16
	No. of affordable homes	8
	% of affordable homes	50%
	Tenure split	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

Ref: 25



Site name	Selby Site (Adjoins Bull Lane)	
Place shaping area	Northumberland Park and surrounding areas	
Time frame	Within 2013-2014	
Strategic links		
Housing allocation	Total number of homes	TBC
	No. of affordable homes	TBC
	% of affordable homes	50
	Tenure split Social/Intermediate Construction jobs	70/30 TBC
Economic benefits	Apprenticeships	TBC
	Permanent jobs	TBC
	Transport infrastructure current/ planned	
Social infrastructure provision		
Additional Notes		





Site name	596 – 606 High Road N17	
Place shaping area	Bruce Grove and surrounding areas	
Time frame	Within 2011-2012	
Strategic links		
Housing allocation	Total number of homes	39
	No. of affordable homes	20
	% of affordable homes	50
	Tenure split	70/30
Economic benefits	Construction jobs	TBC
	Apprenticeships	TBC
	Permanent jobs	TBC
Transport infrastructure current/ planned		
Social infrastructure provision		
Additional Notes		

