

PART 5:
DELIVERY





5.1 WORKING IN PARTNERSHIP

5.1.1 Working in partnership

The delivery of a new urban centre will require close partnership working between a range of delivery partners. Through the DCF process good working relationships have been established between key stakeholders and it is critical that this momentum continues as work moves from planning through to delivery.

The key delivery partners include:

- The community
- Major landowners and developers
- The public sector partners (Haringey Council, Greater London Authority, Transport for London)

Governance

The governance structure specific to the delivery of the DCF operates at three levels, outlined in the table below:

Tottenham Regeneration Programme

Haringey Council, GLA and TfL are working together on the ambitious plans for the regeneration of Tottenham. A significant plank of this programme is the urban centre at the heart of Tottenham Hale.

Tottenham Hale has a dedicated regeneration manager and project officers to coordinate investment and project delivery across the area, and the council has commissioned a range of strategic documents, including the DCF, which set out Tottenham Hale's potential and how it could be transformed to achieve local people's ambitions.

Remit	Group/Board	Role and responsibilities
Strategic direction	Joint Strategic Forum	To provide overall strategic leadership, direction and challenge to the Tottenham Regeneration Programme; be strategically accountable and secure alignment of strategic partners; be active ambassadors for Tottenham and the regeneration programme
Operational direction	Programme Delivery Board	To oversee and drive forward the delivery of the Tottenham Regeneration Programme at an operational level with GLA, TfL, Met Police
Information and coordination	Tottenham Landowners and Major Businesses Group	The Group brings together major business and landowners with public sector partners who are investing in the regeneration of Tottenham, to help the organisations work together more closely to continue to improve the area.

Supporting a sustainable community

The regeneration of Tottenham Hale must be considered in relation to the existing community in order to be successful. The substantial opportunities for the community that will be brought about by the large scale regeneration are key drivers in delivering the DCF.

Notwithstanding the benefits, the Council recognises the impact large scale development is likely to have on people's lives during the construction delivery phases and the responsibility it has to minimise this impact wherever possible through ongoing dialogue, and through working closely with partners to achieve the least disruptive solutions. The Council will continue to engage with the community and seek feedback to understand their concerns throughout this period.

Delivery partners will be encouraged to commit to supporting the existing and future community throughout the period of transformation; they will work collaboratively with the Council and other interested parties to identify ongoing opportunities for local people, as well as Tottenham Hale's future population, to tangibly benefit from the regeneration.

Delivery partners will be expected to:

- Work together to ensure that Tottenham Hale is an exemplar of social, economic and environmental sustainability
- Engage positively and proactively with the community throughout the planning and development process
- Ensure their nominated contractors sign up to the Considerate Contractors' Scheme
- Sign up to local labour market approach (skills, advertising positions locally etc through negotiated s106 agreements) and to procure services locally, wherever possible
- Coordinate works and share information with each other

5.2 Time scales

The Tottenham Hale DCF sets out a 10 year vision for the development of a new centre at Tottenham Hale. Some sites within the immediate area have already started to come forward whilst others will take more time.

In tandem with sites coming forward, a number of projects will need to be taken forward to support the sustainable development of the new centre. A number of Delivery Strategies will sit beneath the DCF on key areas, such as Streets and Space and Green and Open Spaces.

These Delivery Strategies will be published for comment in late 2015 and will be kept under review throughout the lifetime of the DCF. Further Delivery Strategies to support the DCF may be added in due course. Indicative phasing is in diagram on p.169.

Phasing of key infrastructure delivery for the DCF

2016/17: Hale Wharf Bridge

2017/18: Central Bridge (Tottenham Hale – Hale Village)

2017/18: Ferry Lane Public Realm

2018/19: Hale Road / District Centre Public Realm

Housing Zone

The Housing Zone is a joint expression of commitment by Haringey Council and the Greater London Authority to make this vision for Tottenham a reality. The Housing Zone status will accelerate the delivery of new housing and shape a sustainable community. In short, more homes will be built, faster and better.

The Tottenham Housing Zone will be characterised by the following:

1. A shared focus and prioritisation with the GLA/Mayor
2. The alignment of public sector resources
3. Enabling funding to deliver this vision
4. A supportive planning / public sector environment for innovation and investment

By working closely together in partnership, both parties are making a commitment to pool resources, break down obstacles to delivery and foster a culture of innovation across the full spectrum of investments that make and shape a sustainable community.

This innovation will cover our approaches to planning and ensure a quality outcome for residents and businesses; it will bring a range of innovative low cost home ownership options and affordable housing options to the market; and will bring new partners into the process with their experience of developing quality neighbourhoods.

Approach to planning and delivery

The AAP sets out an approach to comprehensiveness in relation to the District Centre and individual site allocations within it.

For each site allocation, applicants will be expected to:

- agree to a joint dialogue for the whole site allocation, together with neighbouring landowners where relevant;
- issue a joint planning statement in respect of the whole site allocation, in the context of the DCF/Masterplan for the District Centre area; and
- following that engagement, submit a detailed planning application or outline/ hybrid application as appropriate.

Portfolio based approach to sites

Through the Housing Zone the borough has committed to a 'portfolio based approach to sites'. The borough will work collaboratively with landowners through the planning system and will work to use available delivery tools (e.g. Housing Zone and Affordable Housing resources) to coordinate the provision of housing tenure and types across the zone. This means that each site will be considered in terms of its specific characteristics and suitability for different housing types and tenures and balanced against proposals for other sites in Tottenham Hale, with the borough playing a key role in managing the distribution across the area.

For example, some sites may be more appropriate for family or smaller units, while others may suit particular tenure types.

The way in which this approach is applied will vary from site allocation to site allocation. In some cases, off-site contributions for affordable housing may be utilised, in others it might be a case of agreements between landowners, in the context of the approach to comprehensiveness set out above.

5.3 Quality and sustainability

Development quality lies at the heart of the Tottenham Housing Zone. The aspiration is that Tottenham Hale will be known as an exemplar neighbourhood in terms of the quality of design achieved for its streets, spaces and buildings. Innovation will be a defining characteristic of the new development and achieving greater sustainability in its broadest sense, including construction techniques, climate adaptation, energy use, and designing for healthy, socially cohesive communities.

Quality Review Panel

Through the Tottenham Housing Zone, the borough and GLA have committed to aligning with the Mayor's Housing Design Guide for London, including environmental standards. As part of this process, developers will be expected to deliver exemplar standards of design.

To support the emphasis on development quality, the Council has recently reconstituted its Design Review Panel, now called the Quality Review Panel, and has recruited a panel of experts.

This investment, alongside the recently drafted 'Haringey Design Charter' in the Draft Development Management Policies DPD demonstrates the Council's commitment to high quality design throughout the development process.

The Panel meets monthly and each Housing Zone site will be expected to go to the Quality Review Panel at least once.

Maintaining a high quality environment in the long run

The Council and its partners are exploring different management models for the future Tottenham Hale; the intention is to achieve a high standard of management and maintenance, as well as sustainable models to support ongoing placemaking activities.

A number of models are being investigated, including Business Improvement Districts, Estate Management approaches, Community Partnership approaches, and it is expected to take forward a DCF delivery strategy on maintenance and operations at an appropriate juncture.

5.4 The importance of monitoring and evaluation

A robust process for monitoring and evaluating development will be used to ensure that the Vision for Tottenham Hale's District Centre is being successfully realised.

Key themes currently being explored to monitor and evaluate the delivery of the Tottenham Hale District Centre are listed on the table opposite.

Monitoring and evaluation methodology

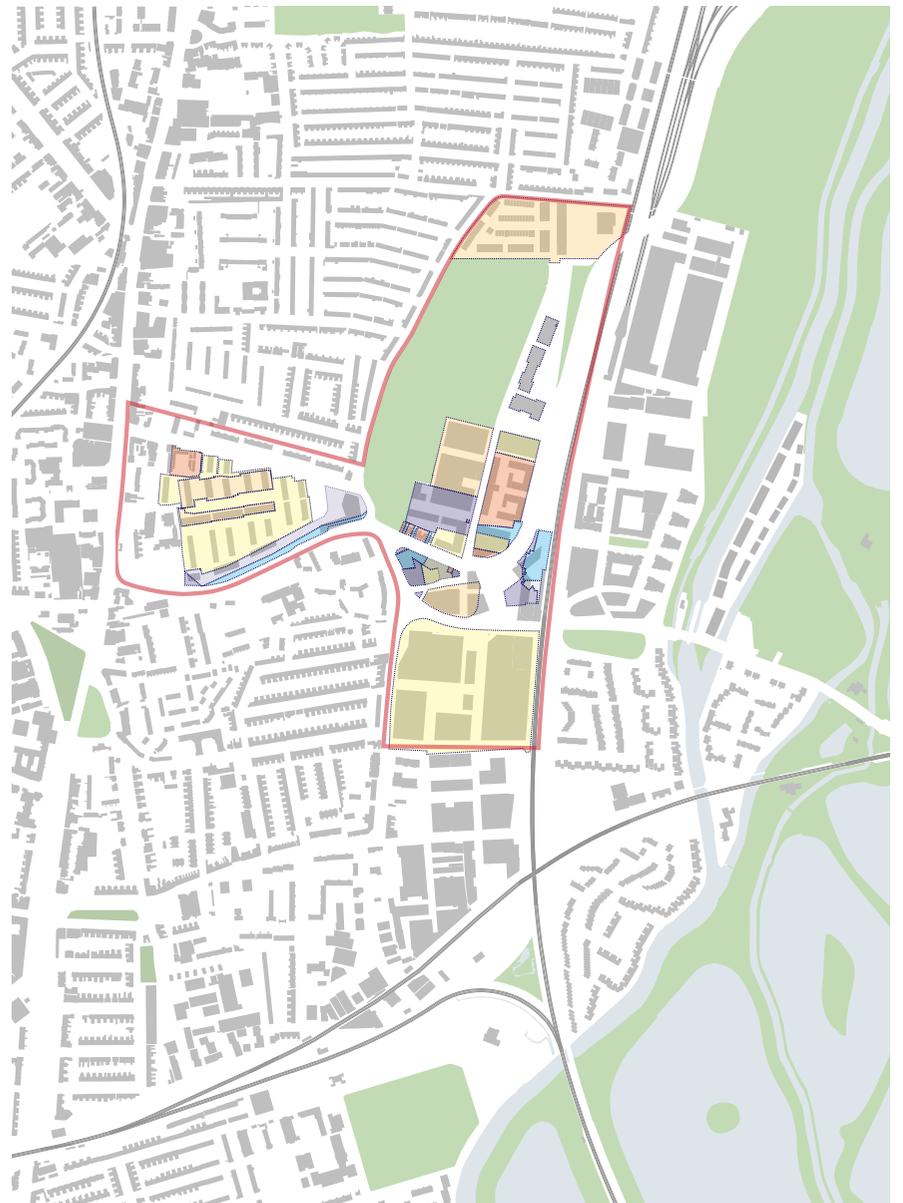
For monitoring and evaluating, the approach will be that partners:

- Agree key performance indicators / measurable targets at an early stage in the design and planning process
- Determine the frequency of monitoring for evaluation purposes
- Work collaboratively with other interested partners to commit to achieving these targets
- Develop innovative solutions if during the monitoring process it is assessed that targets are not being achieved

Themes	Description	Measures
1. A revitalised heart	A place people enjoy spending time in, which fosters interaction and engagement.	<ul style="list-style-type: none"> - User Satisfaction Survey - Dwell time - Crime stats - Sqm of new and renewed retail, entertainment and leisure space - Property values
3. A well connected centre	Well-connected and accessible spaces, promoting walking and cycling.	<ul style="list-style-type: none"> - User Satisfaction Survey - Transport by mode - Road safety indicators - Cleanliness indicators
4. A network of green and open spaces	High quality public, green and open spaces, which are well managed/maintained, and perceived	<ul style="list-style-type: none"> - User satisfaction survey - Usage levels - Sqm of green and open space
2. An affordable 21 st century neighbourhood of choice	A mix of affordable and market homes to rent and buy. The social and community infrastructure to support a growing community.	<ul style="list-style-type: none"> - Housing type and tenure - Sqm of community and social floorspace - Air quality
5. A working centre	A setting conducive to starting up and growing businesses and creating jobs. A mix of job types at varying skill levels	<ul style="list-style-type: none"> - Jobs - Business numbers - Sqm of new or improved employment floorspace

Ownership

- Ownership Boundary
- Study Area



Land ownership plan

Phasing

The London Underground's Victoria line passes through Tottenham Hale on its way to Walthamstow and also has a separate service line that heads to the depot in Northumberland Park. Certain types of new development, most notably taller buildings, are not feasible above the Victoria line.



1	Hale Wharf	Phase 1 - current
2	Hale Village Tower	Phase 1 - current
3	Tottenham Hale Station	Phase 2 - (0-5 years)
4	Welbourne Centre	Phase 2 - (0-5 years)
5	Monument Way	Phase 2 - (0-5 years)
6	Ashley Road Depot	Phase 2 - (0-5 years)
7	Futon Factory	Phase 2 - (0-5 years)
8	Cannon Street Jersey Fabrics	Phase 2 - (0-5 years)
9	Berol House & Yard	Phase 2 - (0-5 years)
10	Ashley House & BP	Phase 2 - (0-5 years)
11	Ashley Road south east	Phase 2 - (0-5 years)
12	Station island west	Phase 2 - (0-5 years)
13	Station island centre	Phase 2 - (0-5 years)
14	Retail Park west	Phase 2 - (0-5 years)
15	Retail Park central	Phase 3 - (5-10 years)
16	Over Station Development	Phase 4 - (10+ years)
17	Retail Park east	Phase 4 - (10+ years)
18	Watermead Way	Phase 4 - (10+ years)

5.2 CAPACITY SCHEDULE

Site Name	Area (ha)	Developed (ha)
Station Square	1.4	0.9
Station Square West A	0.3	0.3
Station Square West B	0.3	0.3
Station Square West C	0.5	0.5
Station Square West D	0.4	0.4
Station Square West E	0.6	0.6
Ashley Road South	2.5	2.5
Ashely Road North	1.6	1.6
Tottenham Hale Retail Park	4.8	4.8
Welbourne Centre	0.6	0.6
Monument Way	0.6	0.6
Total	13.8	13.3

Hotel, Office & Light Industry	Jobs
-	-
-	-
-	-
46,224 sqft	-
-	-
-	-
156,220 sqft	726
39,744 sqft	185
169,551 sqft	1,313
-	-
-	-

GEA (sqft)
GEA (sqm)
GIA (sqm)
NIA (sqm)
Jobs / Dwellings

411,739 sqft
38,252 sqm
34,427 sqm
25,820 sqm
2,223

Retail, Food & Leisure	Jobs	Community	Residential		
			GEA (sqft)	Dwellings (dw)	Density (dw/ha)
17,376 sqft	85	-	152,721	190	218
23,181 sqft	127	-	121,862	120	364
19,967 sqft	98	-	128,601	127	409
10,879 sqft	53	-	190,394	188	353
5,136 sqft	25	-	82,068	81	182
15,023 sqft	73	-	194,695	192	303
21,216 sqft	110	1,144 sqft	501,567	438	186
-	-	43,699 sqft	225,169	182	110
204,374 sqft	1,023	2,636 sqft	1,089,532	1,008	210
-	-	18,342 sqft	128,825	127	217
-	-	-	34,371	42	43

317,152 sqft		65,821 sqft	2,849,805
29,464 sqft		6,115 sqm	264,755
26,518 sqft		5,503 sqm	238,280
19,888 sqft		4,128 sqm	178,710
1,593			2,694

5.3 RESIDENTIAL CAPACITIES

Site Name	Size (ha)	Developed site
Station Square	1.4	0.9
Station Square West A	0.3	0.3
Station Square West B	0.3	0.3
Station Square West C	0.5	0.5
Station Square West D	0.4	0.4
Station Square West E	0.6	0.6
Ashley Road South	2.5	2.5
Ashley Road North	1.6	1.6
Tottenham Hale Retail Park	4.8	4.8
Welbourne Centre	0.6	0.6
Monument Way	0.6	0.6
Total	13.8	13.3

Tower	Typology	
	Flats Core	Flats Deck
-	-	-
86,904	34,958	-
65,324	50,372	12,905
85,472	104,922	-
-	20,670	61,398
-	130,515	64,180
-	295,468	177,905
-	125,246	27,110
136,630	637,422	315,480
116,497	-	12,328
-	-	-
490,827	1,399,573	671,306

	sqft to sqm	GEA to GIA	GIA to NIA
Factor	0.092903	90%	75%

Residential			GEA	GEA	GIA	NIA	Dwellings
Maisonette	Terrace	Mews	(sqft)	(sqm)	(sqm)	(sqm)	(dw)
-	-	-	-	-	-	-	190
-	-	-	121,862	11,321	10,189	7,642	120
-	-	-	128,601	11,947	10,753	8,065	127
-	-	-	190,394	17,688	15,919	11,940	188
-	-	-	82,068	7,624	6,862	5,146	81
-	-	-	194,695	18,088	16,279	12,209	192
-	-	-	473,373	43,978	39,580	29,685	438
-	72,813	-	225,169	20,919	18,827	14,120	182
-	-	-	1,089,532	101,221	91,099	68,324	1,008
-	-	-	128,825	11,968	10,771	8,079	127
-	47,424	-	47,424	4,406	3,965	2,974	42
-	120,237	-	2,681,943	249,161	224,244	168,183	2,694



PART 6: **APPENDIX**

Tottenham Hale has been identified through the London Plan as part of a potential future District Centre. There will be opportunities for new shops, community and leisure facilities. The Council's Housing Zone bid proposes 4,000 new jobs which will be delivered through both intensified existing and new business uses.





6.1 HISTORICAL EVOLUTION

Investment in the railways made Tottenham Hale a good place for industry. Tottenham Hale has a proud history of making and production.

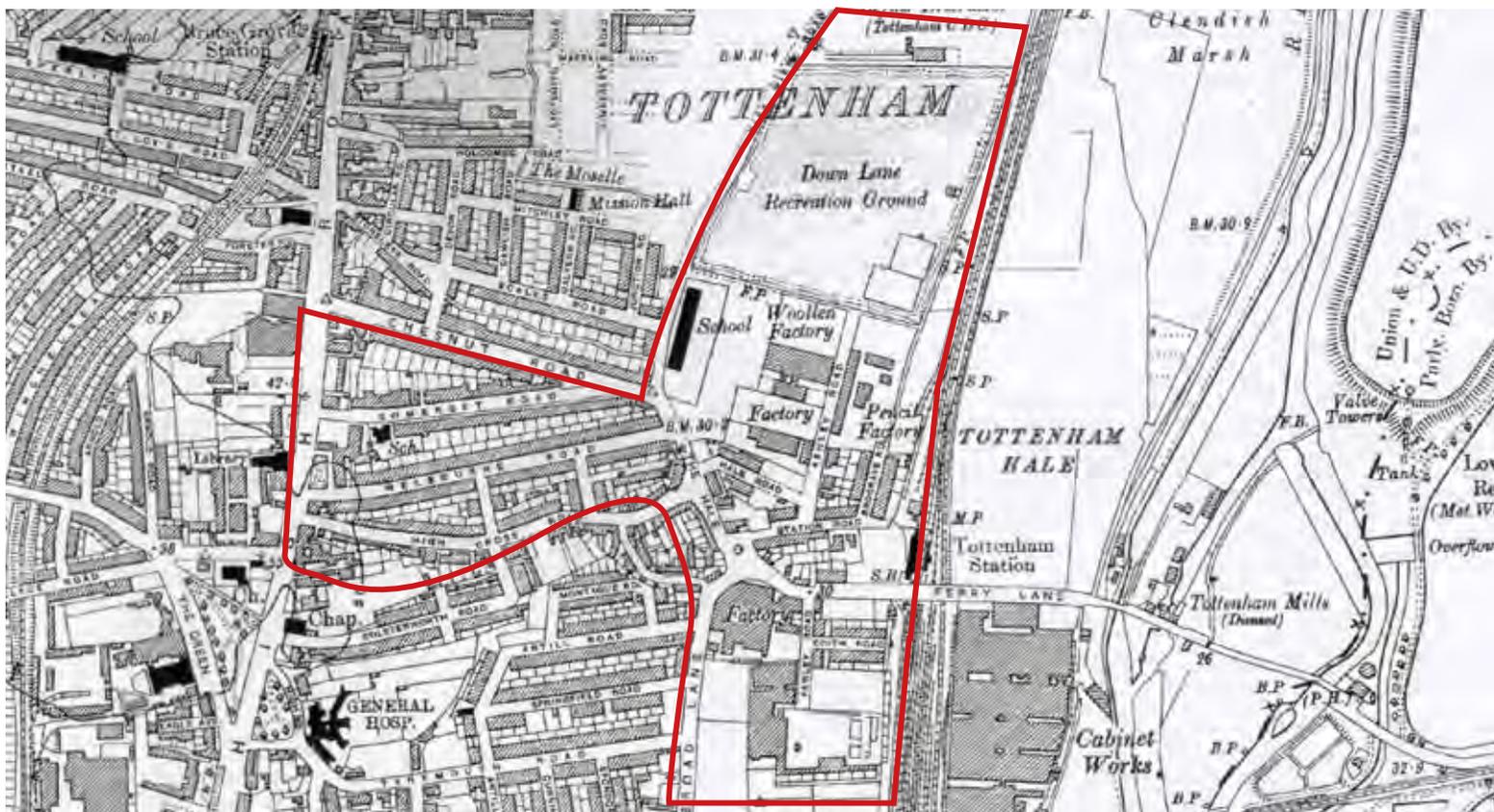
6.1.1 Tottenham Hale's history – a story of change and innovation

Whilst there has been a settlement at Tottenham for over a thousand years, with the area becoming especially popular during the Tudor period as a recreation and leisure destination for wealthy Londoners, it remained largely rural until the 1870's. Indeed, although train services began to pass through Tottenham in 1840, as part of the new line between north London and Cambridge, development was fairly limited.

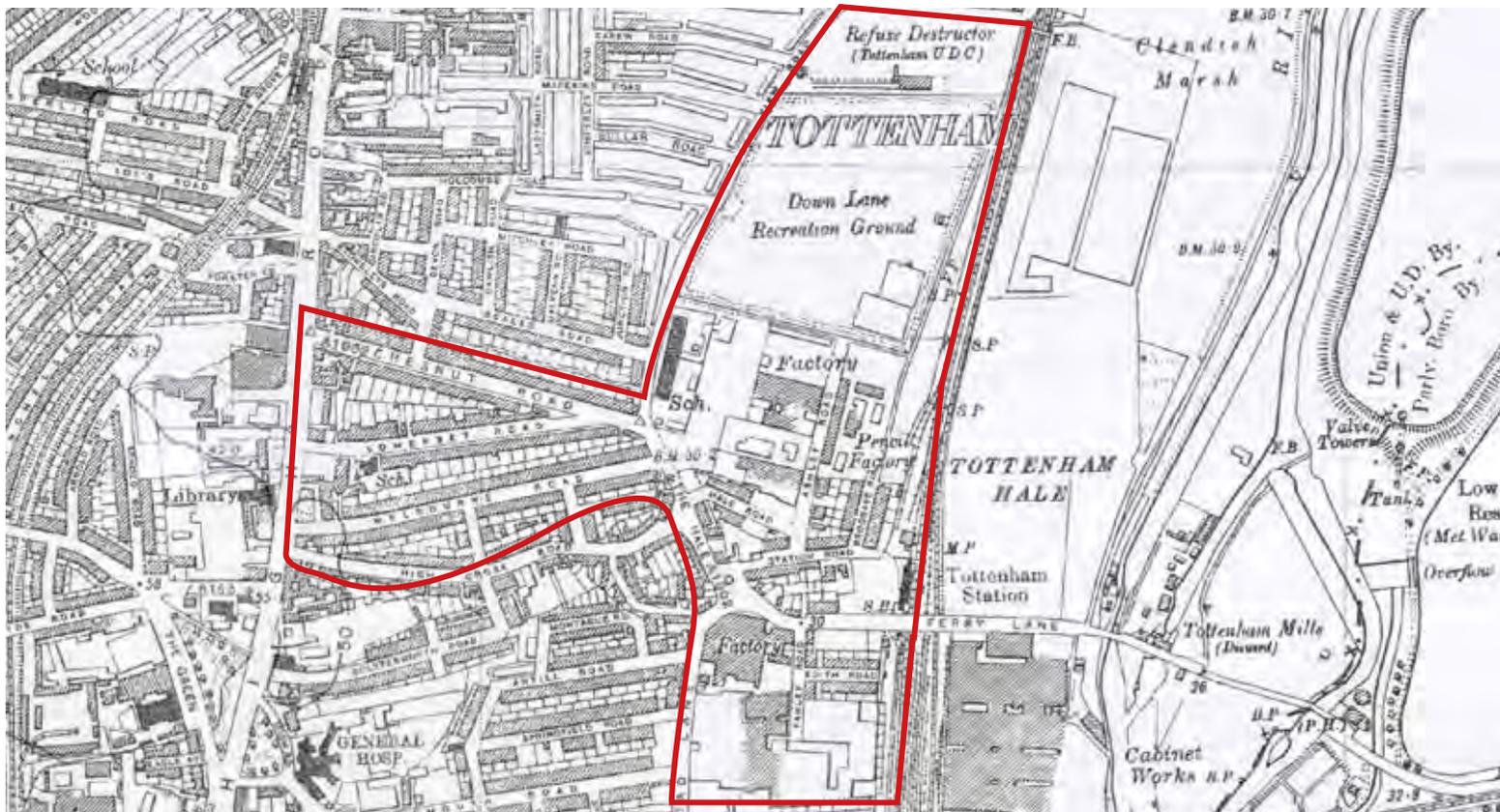
In the late 1870's the line's operator introduced special lower fares for workers, which encouraged house building in the area and quickly transformed Tottenham into an early and important London suburb.

In particular, the areas to the west of Tottenham Hale station developed rapidly during this time. No significant development on the marshes to the east of Tottenham Hale station took place until the early 1900's, when industrial uses began to locate between the railway line and the River Lee. Prior to this, development was limited to a handful of buildings along Ferry Lane.

Industrial development between the railway and the river intensified throughout the twentieth century up until the 1970's. The last two decades of the twentieth century and first few years of the twenty-first century saw a number of these industrial sites redeveloped for housing.



Tottenham Hale 1920



Tottenham Hale 1938



The Hale and factory chimney, 1955



The Hale and factory chimney, 1955



The Pound at The Hale, 1866



Cottages, The Hale, 1907



Looking north-east, over The Hale towards the Pound, c.1950



Tottenham High Cross, looking east to the Hale, 1955



Hale Gardens, 1907



The Hale, looking east to Ferry Lane, 1955



Station Road, looking west, 1955

6.2 SITE ANALYSES



6.2.1 Flood risk

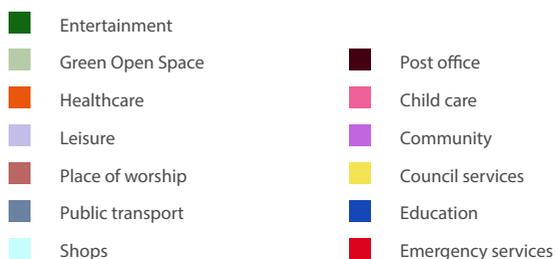
Much of the Tottenham Hale area falls within Flood Zone 2 as shown on the adjacent diagram. The Environment Agency defines Flood Zone 2 as land having between a 1 in 100 and 1 in 1,000 annual probability of river flooding; or Land having between a 1 in 200 and 1 in 1,000 annual probability of sea flooding. Most types of developments are considered appropriate within Flood Zone 2, with an exception test (a method to demonstrate and help ensure that flood risk to people and property will be managed satisfactorily, while allowing necessary development to go ahead in situations where suitable sites at lower risk of flooding are not available) is only required for those forms of development considered to be highly vulnerable.

Site specific proposals will need to be supported by flood risk assessments as schemes come forward. However, all identified development sites within the DCF are included as prospective development site allocations within the Tottenham Area Action Plan (AAP) and have therefore undergone initial screening assessments as part of the Strategic Flood Risk Assessment (SFRA) process.

Reference should be made to the SFRA as in addition to this providing some general commentary across all the identified sites, there is mention of a number of potential options for strategic measures to reduce flood risk in the area. This should be taken in the context of all the identified sites across the DCF area coming forward as site allocations for high density forms of development.



Flood risk map (source, Environment Agency online)



6.2.2 Community facilities

Currently, community facilities in the form of schools, shops and council services, are concentrated along the axis of Tottenham High Road. With recent developments such as Hale Village combined with the future planned growth at Tottenham Hale, there is a growing local need to improve access to the capacity of local community facilities in the Tottenham Hale area.

The Harris Academy, based in the former Techno Park site on Ashley Road, is a brand new all-through school which first opened in September 2014. Intake began with a reception year group in the primary phase and a Year 7 in the secondary phase. These phases will grow by a year group each September until full capacity including the establishment of a Sixth Form.

An already identified priority is the need for new community health facilities to meet the needs of an existing and rapidly growing local population. A new facility is being earmarked for a site within the central area of the new District Centre. This will act as a critical piece of community infrastructure for the Tottenham Hale area and will be an important focus for community services. The opportunity exists to widen the range of services and facilities provided by such a centre through the provision of more general community spaces as part of this facility.



Plan of community facilities across Tottenham Hale

6.2.3 Structure

Tottenham Hale's structure is defined by the fine east-west grain of Victorian and Edwardian terraced housing. Housing and industrial estates that were built in the mid- to late- 1900's disrupt this rhythm and do not follow a uniform pattern.

To the west of Tottenham Hale, Tottenham High Road forms a strong north-south route and punctuates the east-west grain. To the east is the open space of the Lee Valley Regional Park.



- Buildings
- DCF boundary

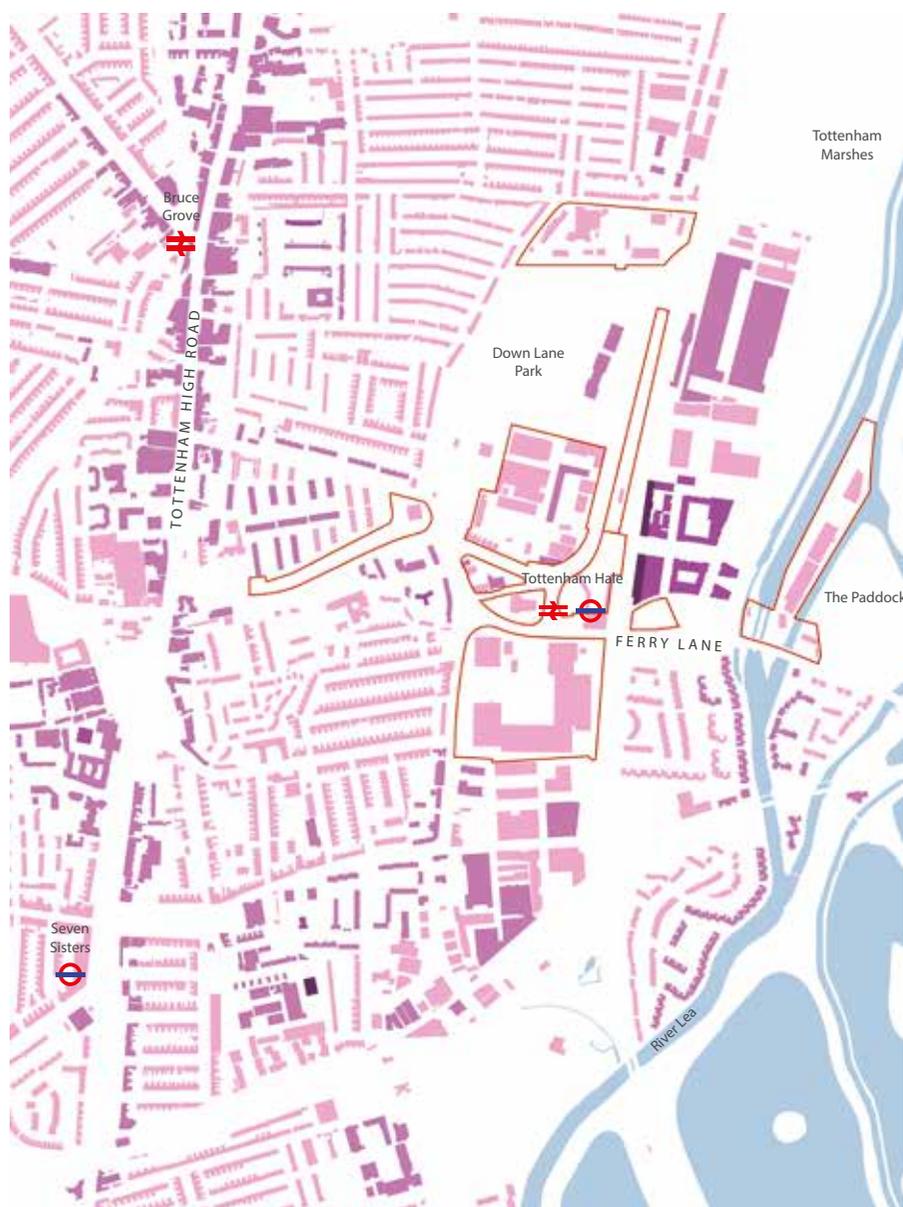
Figure ground plan

6.2.4 Building heights

Most of the existing buildings in Tottenham Hale are low-rise, with the majority of these being no more than two- storeys in height. In particular, two-storey Victorian and Edwardian terraced housing and purpose-built low rise industrial, storage and retail premises, equivalent to two- or three-storeys in height, dominate the area.

Some older existing buildings in the local area, normally public housing estates built in the mid- to late 1900's, are medium rise. These types of building are often four to seven storeys tall.

Newer buildings at Hale Village are a notable exception, being much taller than most nearby development. Indeed, Hale Village will eventually include a tower, in addition to the several eight storey plus buildings that have already been completed.



Existing building heights

6.2.5 Employment land designations

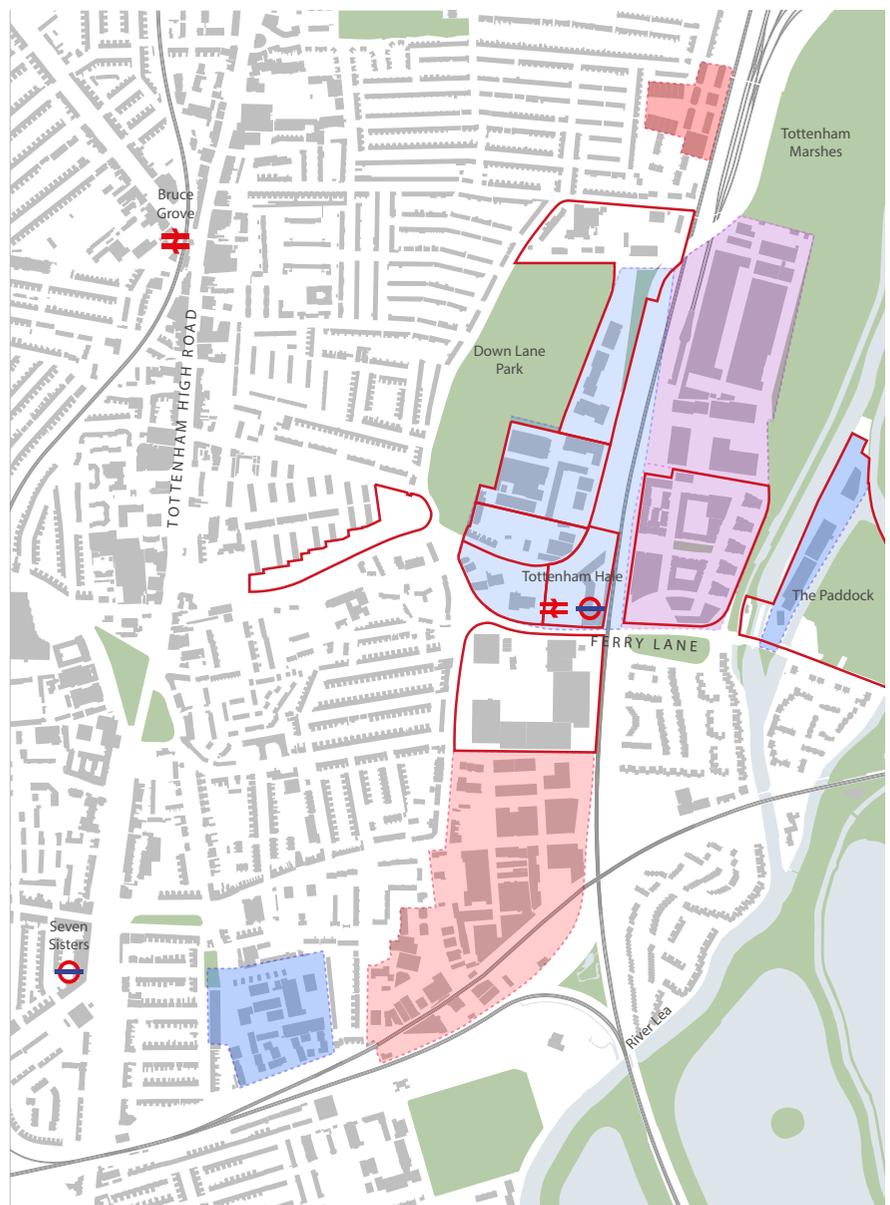
A high proportion of the land in Tottenham Hale is allocated for employment uses and is split into three categories.

Strategic Employment Locations are employment sites that are identified in the London Plan as being very important to London's economy and must be carefully managed and protected.

Locally Significant Industrial Sites are employment sites that are important for the local economy and protected for B class and physically similar uses.

Local Employment Areas are treated more flexibly and employment generating development that does not fall within a B use class is normally considered acceptable in these locations; in some cases mixed use development including new homes is also considered acceptable.

-  Locally Significant Industrial Site (LSIS)
-  Strategic Infrastructural Land (SIL)
-  Local Employment Area (LEA)
-  Development parcels



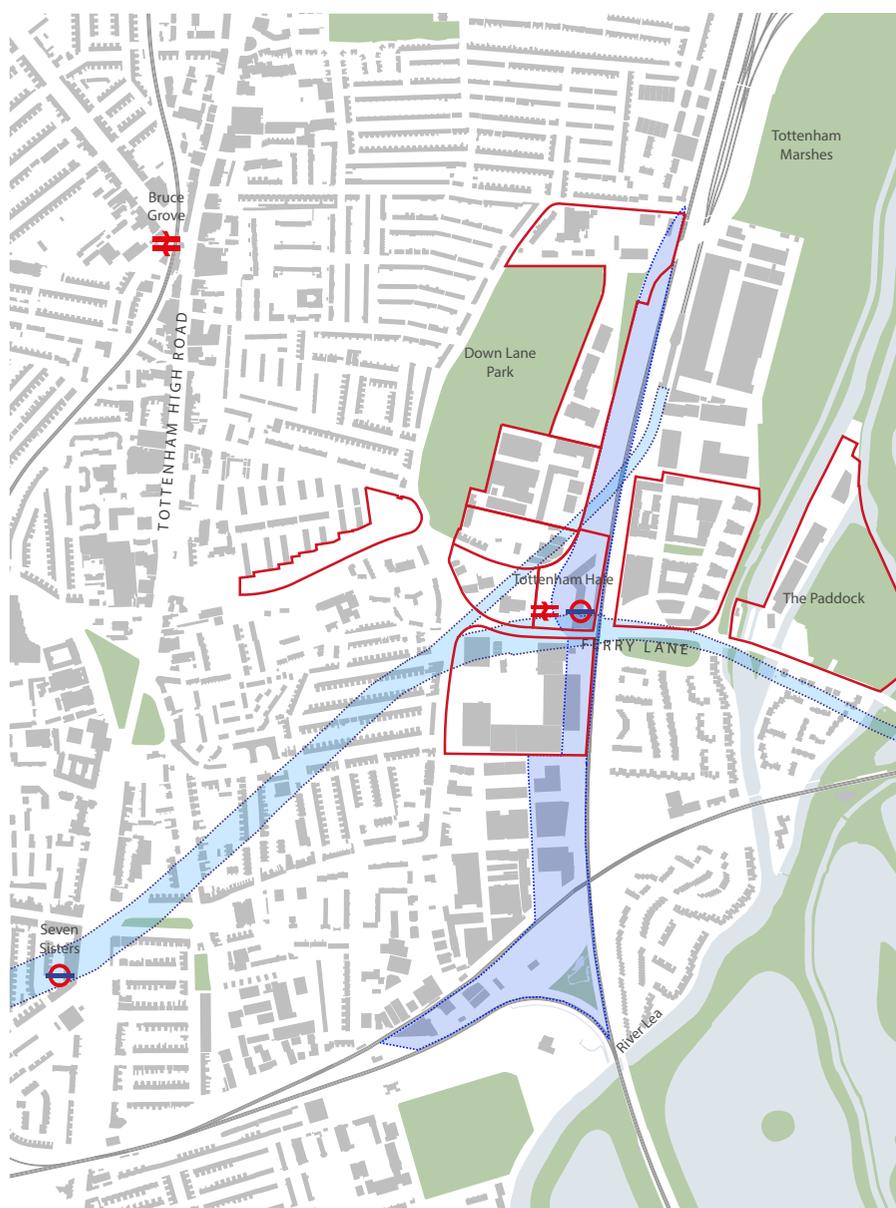
Employment land use designations, Tottenham Hale

6.2.6 Development exclusion zones

The London Underground's Victoria line passes through Tottenham Hale on its way to Walthamstow and also has a separate service line that heads to the depot in Northumberland Park. Certain types of new development, most notably taller buildings, are not feasible above the Victoria line.

Plans for Crossrail 2 to stop at Tottenham Hale are emerging and it is understood that a portal would be located to the south of Ferry Road. If the plans were to go ahead, an area of land to the east of the Tottenham Hale Retail Park development would be safeguarded and potentially required for Crossrail 2 related development.

-  Victoria Line
-  Crossrail 2
-  Development parcels



Plan showing the broad alignment corridor of the Victoria Line infrastructure and the potential safeguarded land required for Crossrail 2

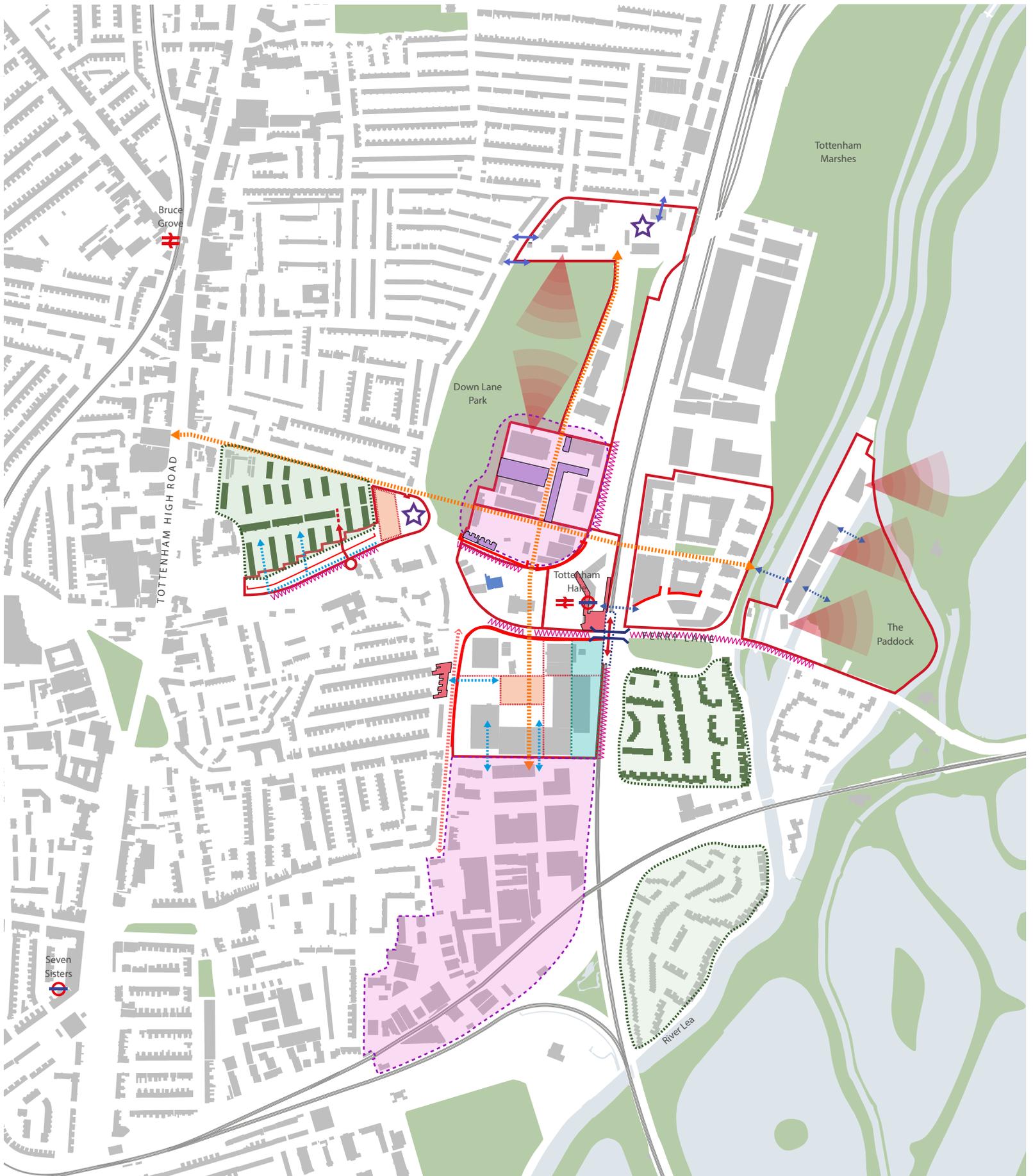
6.2.7 Constraints and opportunities

There are a number of constraints to and opportunities for development in Tottenham Hale. These have had an important impact on the District Centre Framework development parameters.

These constraints and opportunities are:

- Buildings with heritage value along Ashley Road;
- Terrace of Victorian houses along The Hale;
- The approved Premier Inn development on Station Road;
- Potential new contentions between the Chesnut Estate and Tottenham Hale Retail Park and surrounding areas;
- Improved crossings over the railway line, in particular at Ferry Lane;
- The need for acoustic mitigation between main roads and the railway line and new homes, especially along Monument Way;
- Key frontages that can be developed to enhance the area;
- An emerging “high street” along Broad Lane;
- Potential for the creation of new public realm, including an east-west green link and a north-south pedestrian-priority route;
- Adjoining residential and employment neighbourhoods;
- Foundation constraints due to the Victoria line and Crossrail 2; and
- Key vistas looking out onto the Lee Valley Regional Park and Down Lane Park.

-  Heritage Building
-  Existing Retail
-  Planning Consent
-  Potential Connection
-  Improved Crossing
-  Acoustic Mitigation
-  Key Frontage
-  Emerging High Street
-  Primary Public Realm
-  Secondary Public Realm
-  Proposed Civic Facility
-  Residential Neighbourhood
-  Employment Neighbourhood
-  Foundation Constraints
-  Key Vista



Overview of environmental analysis

6.2.8 Active frontages

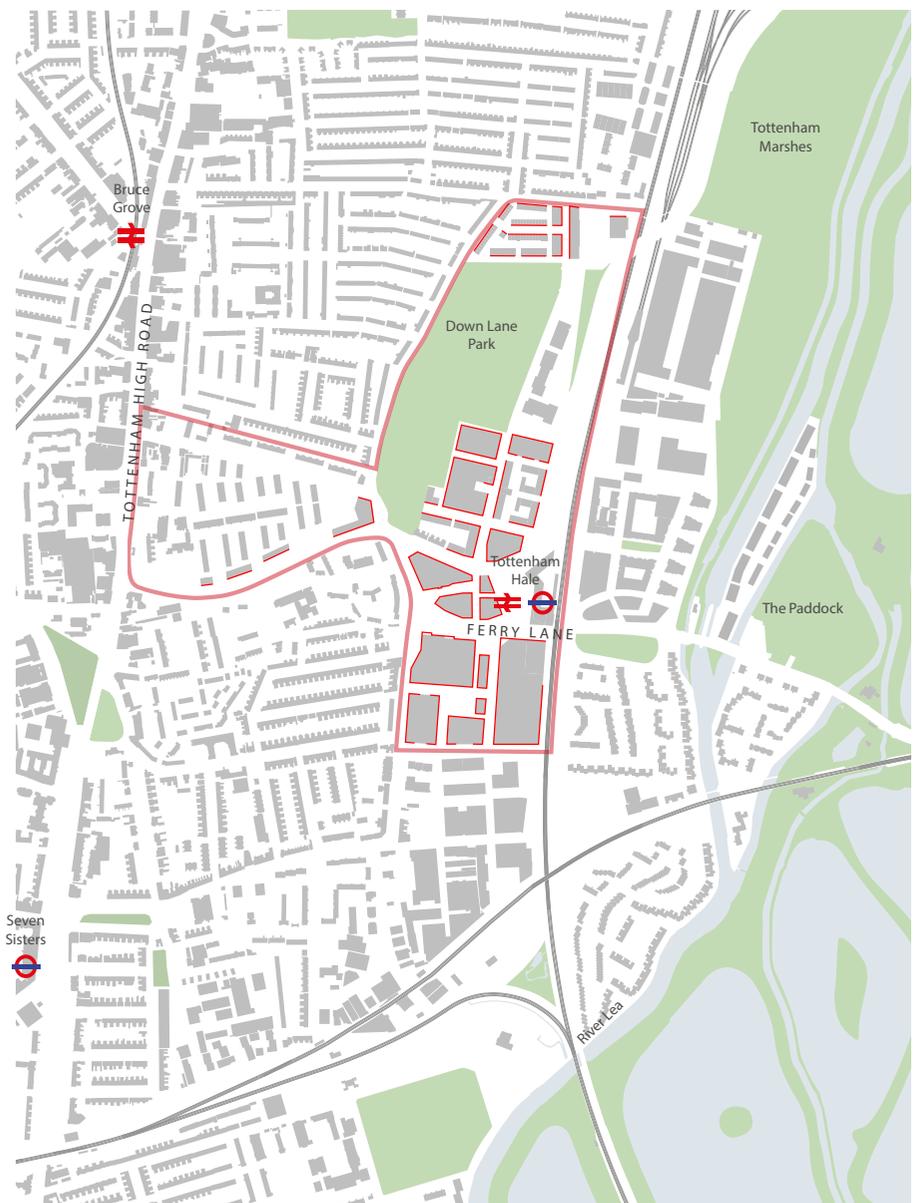
At present the buildings in Tottenham Hale have a relatively small amount of active frontage that addresses the street.

The largest stretches of active frontage are at Tottenham Hale Retail Park. However, the Retail Park looks inwards and the active frontage does not generally address the surrounding streets.

Elsewhere there are several places, especially in commercial areas, where building frontages face into courtyards rather than outwards towards the street.

Monument Way is notable for having no active frontage on its entire north edge, due to the very inward-looking nature of the Chesnut Estate, as well as little active frontage on its south edge. The Hale Wharf site faces towards the River Lee Navigation, but does not have any active frontage that addresses the Paddock Community Nature Park to the east.

- Existing Building
- Active Frontage



Active frontages – where new development will directly address the streets from which they are accessed

6.2.9 Pedestrian and cycle routes and open spaces

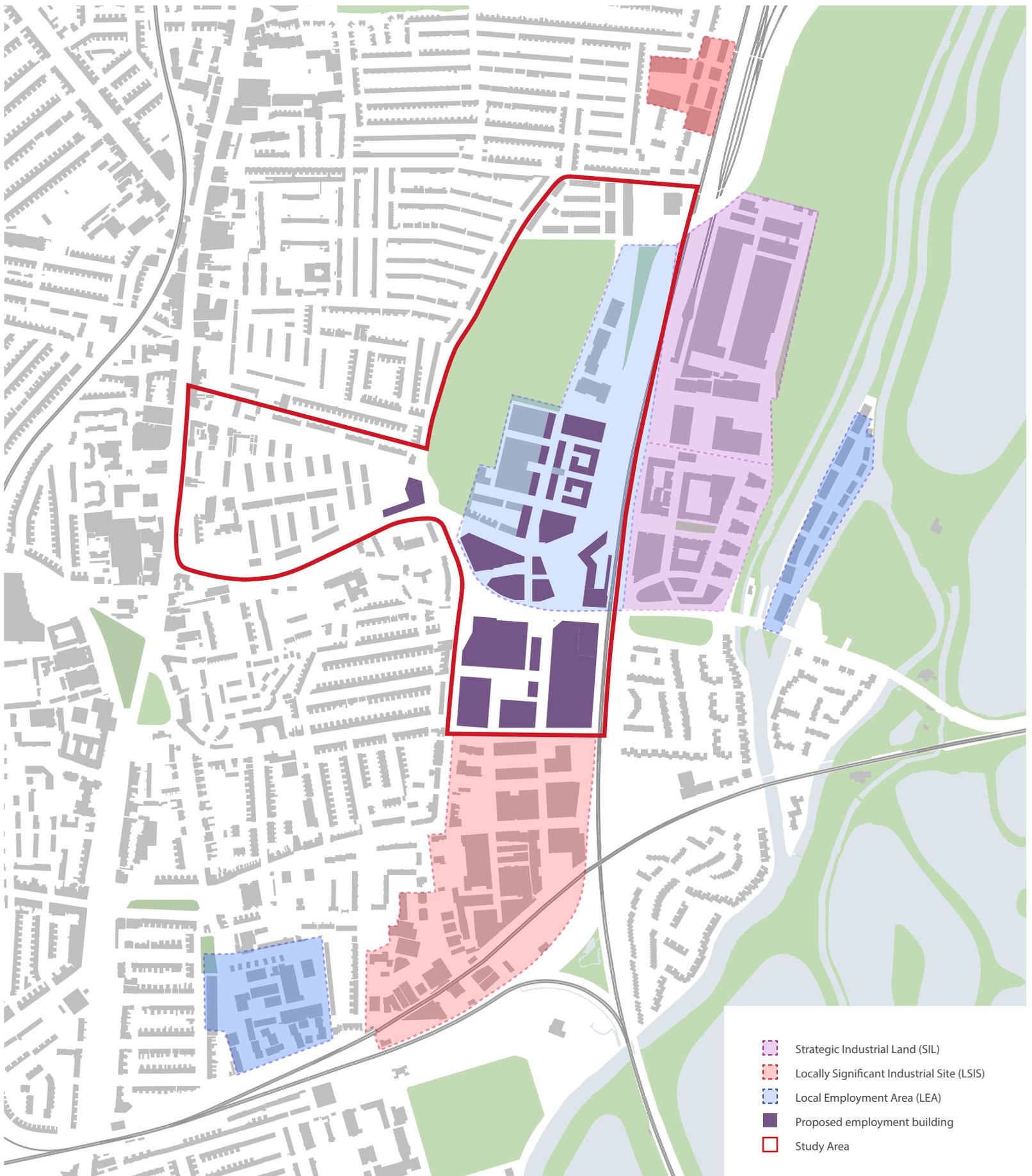
The majority of existing pedestrian and cycle routes in Tottenham Hale are along busy roads, though the Lee Valley does offer a good, traffic-free north-south route. There are opportunities for new pedestrian and cycle routes that use quieter roads.

As well as being near to a number of parks, including Down Lane Park and Markfield Park, Tottenham Hale is within close proximity of the Lee Valley Regional Park and Tottenham Marshes. The Walthamstow Wetlands Visitor Centre, which is currently under development, will enhance the experience of people coming to this area.

The River Lee, the River Lee Navigation and other connected waterways are also nearby. Smaller open spaces are also important. These include the surviving nearby key public spaces discussed in relation to Tottenham Hale's historic development as well as newer pieces of open space such as Perkyn Square and the green strip between Ferry Lane and Jarrow Road.



Pedestrian and cycle routes



- ▭ Strategic Industrial Land (SIL)
- ▭ Locally Significant Industrial Site (LSIS)
- ▭ Local Employment Area (LEA)
- ▭ Proposed employment building
- ▭ Study Area

Employment designations and DCF employment uses



Housing types



Ground floor use

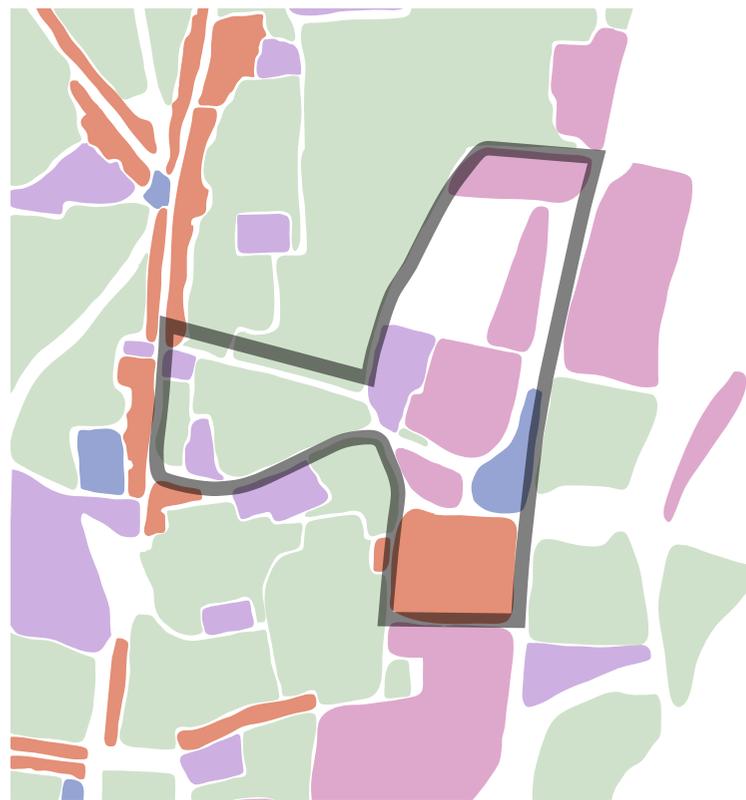


Typical floor use

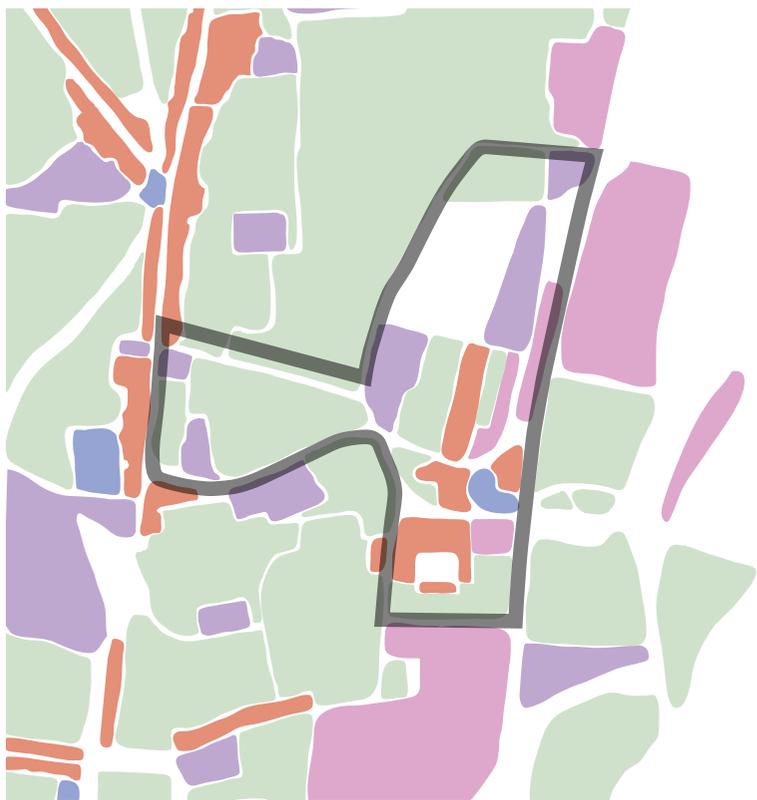
6.3 Evolution of character areas

The existing grain and land use character of Tottenham Hale reflects its legacy of large scale factories and industrial sites which once occupied the area. Correspondingly, the urban grain is coarse. An important objective of the DCF is to ensure new development is well integrated with its surrounds and a finer grain of development is promoted throughout the area.

- Residential
- Transport
- Community
- Commercial
- Retail
- Development Parcels



Existing Land Use



DCF1 Proposed Land Use



DCF2 Proposed Land Use

Disclaimer

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