



# HIGH ROAD WEST

HYBRID PLANNING APPLICATION

## SOCIO ECONOMIC BENEFITS STATEMENT

PREPARED FOR LENDLEASE (HIGH ROAD WEST) LIMITED BY LITCHFIELDS

MAY 2022

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# 1. INTRODUCTION



- 1.1.1.1 This Socio-Economic Benefits Statement has been prepared by Lichfields, on behalf of Lendlease (High Road West) Limited ('the Applicant') to accompany the submission of the May 2022 Environmental Statement Addendum ('ESA') for the redevelopment of the High Road West ('HRW') site in the London Borough of Haringey ('LBH').
- 1.1.1.2 This report is a consolidated update of the previous benefit statements submitted as part of the **October 2021 planning application** and **February 2022 ESA**, and highlights the full extent of socio-economic benefits the Proposed Development could generate.

## 1.1 BACKGROUND AND SITE CONTEXT

- 1.1.1.1 The HRW site extends to 8.57 hectares ('ha') of mixed-use and residential development in Tottenham. It is principally bound by the High Road to the east and the railway line (including White Hart Lane Station) to the west. A smaller plot to the west of the railway tracks is also included, consisting of Whitehall Lodge and the Whitehall and Tenterden Community Centre. It is split north and south by White Hart Lane.
- 1.1.1.2 The Southern Site includes part of the Love Lane Estate, which varies in height with low-rise four storey blocks alongside three, ten storey towers. There are a number of terraced buildings along the High Road which sit outside of the Estate, which include commercial and residential uses.
- 1.1.1.3 To the north of the HRW site is a mix of light-industrial and commercial buildings within the Peacock Industrial Estate and Carbery Enterprise Park. To the east of the Peacock Industrial Estate is the Goods Yard site, which has previously been used in conjunction with the redevelopment of Tottenham Hotspurs Football Club ('THFC') stadium, and predominantly consists of cleared land. The Station Master's House is also located north of the Southern Site, and is locally listed. To the South of this is the Grange Community Hub.
- 1.1.1.4 "The Depot" site (No. 867-879 High Road) sits north of the Site on the boundary with the Cannon Road development. It currently consists of a large two-storey retail store, in addition to five small retail units and surface car park. The HRW site incorporates "the Printworks" site (No. 819-829) as well. However, it should be noted that these sites do not form part of the impact assessment for the HRW Site presented in this report.

## 1.2 PROPOSED DEVELOPMENT

- 1.2.1.1 The Proposed Development forms part of the wider Tottenham regeneration effort and consists of a Hybrid Planning application for the whole HRW Site seeking permission for 1) outline component comprising the demolition of existing buildings and for the creation of a new mixed-use development including residential, commercial, business and service, business, leisure, local community and learning uses and Sui Generis uses together with the creation of a new public square, park and associated access, parking and public realm works and 2) detailed component

comprising Plot A including the demolition of existing buildings and the creation of new residential floorspace together with landscaping, parking and other associated works.

- 1.2.1.2 The **February 2022 ESA** considered an amended Site/project area, and focussed on the redevelopment of the original HRW site south of White Hart Lane (i.e. in line with the **October 2021 planning application**).
- 1.2.1.3 For the purposes of this report, the area/extent covered by the **February 2022 ESA** will henceforth be referred to as the Southern Site, whilst the full area covered by the **October 2021 planning application** is referred to as the HRW Site.
- 1.2.1.4 The following two tables present an overview of the existing, minimum, maximum and illustrative floorspace that could be delivered across the HRW Site, and the smaller Southern Site. It should be noted that the Illustrative Scenario (presented for both HRW Site and the Southern Site) represents a version of what could realistically be delivered. It should be noted that the Proposed Development considered in both the **October 2021 planning application** and the **February 2022 ESA** is based on the 'worst-case' scenario (i.e. in line with Environmental Impact Assessment ('EIA') best practice).

**Table 1 Existing, minimum / maximum and illustrative floorspace schedule (in m2 GEA) for the HRW Site**

	Existing Floorspace (m <sup>2</sup> )	Min / Max Floorspace (m <sup>2</sup> )	Illustrative Scenario – HRW Site (m <sup>2</sup> )
Industrial - B2	10,800	0 / 7,000	0
Industrial - B8	950	0 / 1,000	0
<i>Retail - E(a)</i>	<i>9,060</i>	<i>n/a</i>	<i>n/a</i>
<i>Food consumption - E(b)</i>	<i>4,135</i>	<i>n/a</i>	<i>n/a</i>
<i>Commercial, professional (other than medical) or financial services – E(c)</i>	<i>0</i>	<i>n/a</i>	<i>n/a</i>
Total flexible retail - E(a – c)	13,195	4,000 / 7,800	4,934
Indoor sports recreation and fitness - E(d)	0	500 / 4,000	3,200
Medical/healthcare - E(e)	900	0 / 1,000	0
Creche, day nursery or centre - E(f)	0	0 / 2,000	0
Business uses (offices) - E(g)	1,790	1,525 / 7,200	4,788
<i>Learning/non-residential institutions - F1(d)</i>	<i>500</i>	<i>n/a</i>	<i>n/a</i>
<i>Public halls or exhibition halls - F1(e)</i>	<i>0</i>	<i>n/a</i>	<i>n/a</i>
Learning/non-residential, public or exhibition halls - F1(d-e)	500	500 / 3,500	1,415
Place of worship - F1(f)	655	0 / 0	655
Local community uses - F2(b)	1,125	500 / 2,500	927
Energy centre - Sui Generis	0	200 / 1,800	1,700
Public house - Sui Generis	1,195	0 / 3,000	0
Sub-Station - Sui Generis	95	0 / 500	0
<b>Total</b>	<b>31,205</b>	<b>7,225 / 41,300</b>	<b>17,619</b>

Source: Lendlease

**Table 2 Existing, minimum / maximum and illustrative floorspace schedule (in m<sup>2</sup> GEA) for the Southern Site**

	Existing Floorspace (m <sup>2</sup> )	Min / Max Floorspace (m <sup>2</sup> )	Illustrative Scenario – Southern Site (m <sup>2</sup> )
<i>Retail – E(a)</i>	898	n/a	n/a
<i>Food consumption – E(b)</i>	737	n/a	n/a
<i>Commercial, professional (other than medical) or financial services – E(c)</i>	0	n/a	n/a
Total flexible retail – E(a – c)	1,635	n/a	4,022
<i>Indoor sports recreation and fitness – E(d)</i>	0	n/a	1,838
<i>Medical/healthcare – E(e)</i>	900	n/a	n/a
Flexible commercial, business & service – E(a-e)	2,535	2,150 / 8,000	5,860
Creche, day nursery or centre - E (f)	0	0 / 1,000	0
Business uses (offices) – E(g)	0	0 / 2,150	69
<i>Learning/non-residential institutions – F1(d)</i>	500	n/a	n/a
<i>Public halls or exhibition halls – F1(e)</i>	0	n/a	n/a
Learning/non-residential, public or exhibition halls – F1(d-e)	500	500 / 3,500	1,659
Local community uses – F2(b)	388	0 / 2,500	0
Energy centre – Sui Generis	0	0 / 1,800	492
Public house – Sui Generis	1,195	0 / 3,000	0
Sub-Station – Sui Generis	95	0 / 500	0
Cinema – Sui Generis	0	0 / 3,000	0
<b>Total</b>	<b>4,713</b>	<b>2,650 / 25,450</b>	<b>8,080</b>

Source: Lendlease

**Table 3 (Gross) housing mix of the Illustrative and Maximum Scenarios for both HRW and Southern Sites**

	1 bedroom	2 bedrooms	3 bedrooms	4+ bedrooms	Total
<b>HRW Site (Illustrative / Maximum)</b>					
Open Market Sales ('OMS') and intermediate units (incl. Build to Rent ('BTR') and Shared Ownership ('SO'))	889* / 807 *	1,016 / 1,220	207 / 350		2,112 / 2,337
Social (rented)	55 / 62	225 / 248	165 / 182	55 / 60	500 / 552
<b>Total</b>	<b>944 / 869</b>	<b>1,237 / 1,468</b>	<b>376 / 532</b>	<b>55 / 60</b>	<b>2,612 / 2,929</b>
<b>Southern Site (Illustrative / Maximum)</b>					
Open Market Sales ('OMS') and intermediate units (incl. Build to Rent ('BTR') and Shared Ownership ('SO'))	413* / 490*	480 / 579	93 / 111		986 / 1,180
Social (rented)	55 / 55	225 / 225	165 / 165	55 / 55	500 / 500
<b>Total</b>	<b>468 / 545</b>	<b>705 / 804</b>	<b>258 / 276</b>	<b>55 / 55</b>	<b>1,486 / 1,680</b>

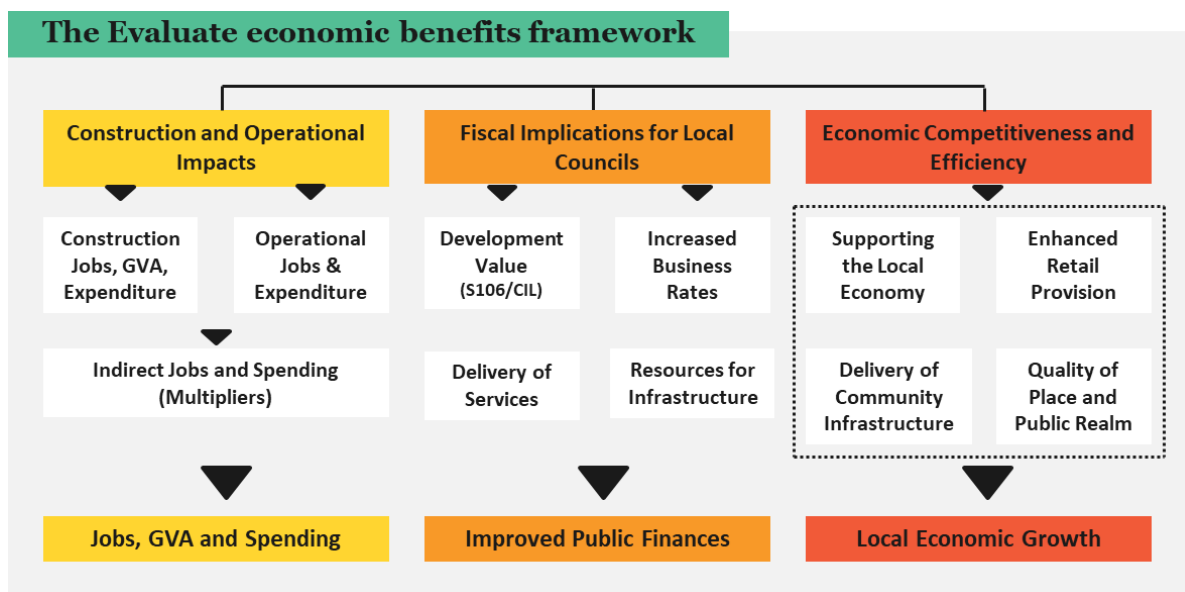
Source: Lendlease

\*Please note: This includes BTR and OMS studios

## 1.3 STUDY FRAMEWORK

1.3.1.1 This report draws on the [Evaluate](#) methodology developed by Lichfields, which provides an analytical framework for assessing the economic and social impacts arising from new development. The framework, as it relates to the analysis of the Proposed Illustrative Interim Scenario, is shown in **Figure 1.1** below.

**Figure 1.1 Economic Benefits Framework**



Source: Lichfields

1.3.1.2 The assessment focuses first on the key quantifiable impacts of the Proposed Development during its demolition and construction phase (i.e. until completion), before considering both the quantitative and qualitative effects it could have in the context of supporting economic growth.

1.3.1.3 The scale and type of economic impacts are determined primarily by:

- The scale of capital investment in the scheme, including any significant infrastructure requirements, which generates employment and economic output during construction;
- The quantum and type of employment floorspace included in the Proposed Development that will generate additional jobs and economic output once it is fully operational;
- The quantum and type of residential dwellings proposed, and in turn, the socio-economic, demographic profile and spending patterns of the households within the Proposed Development; and
- The scale of financial benefits that would be generated from council tax and business rates revenue.



## 1.4 REPORT STRUCTURE

1.4.1.1 The remainder of this report is structured as follows:

- **Chapter 2** reviews the existing socio-economic, housing market and commercial property market conditions in the local area;
- **Chapter 3** assesses the economic impacts associated with the demolition and construction phase of the Proposed Development;
- **Chapter 4** assesses the potential economic impacts of the employment generating floorspace included in the development once completed and occupied;
- **Chapter 5** considers the resident expenditure impacts of the development once it is complete and occupied;
- **Chapter 6** examines the financial implications of the Proposed Development;
- **Chapter 7** assesses the wider impacts and effects on economic competitiveness associated with the Proposed Development;
- **Chapter 8** proposes a series of interventions the Applicant could implement (in collaboration with the LBH and its partners) to maximise the benefits generated by the Proposed Development; and
- **Chapter 9** sets out overall conclusions on the key quantifiable benefits the Proposed Development is anticipated to generate during both its demolition and construction phase, and once operational.

## 2. ECONOMIC, REGENERATION AND HOUSING CONTEXT



- 2.1.1.1 This chapter establishes the current socio-economic baseline context for the Proposed Illustrative Interim Scenario, and highlights the key economic, social and housing trends at the LBH level.

## 2.1 POPULATION AND LABOUR MARKET

- 2.1.1.1 The resident population of LBH in 2020 amounted to around 266,400 people<sup>1</sup> and is projected to increase by 4.3% in 2039<sup>2</sup>. This means that the LBH is expected to see its population increase by an additional 16,500 people over the next two decades, taking its population up to 282,900 residents.
- 2.1.1.2 In 2020, 80.5% of the LBH's core working age population (i.e. residents aged 16 to 64) was economically active. This was in line with that of the London and Great Britain averages (of 79.0% and 78.4% respectively)<sup>3</sup>. Of the LBH's economically active working-age residents, around 11,600 people (or the equivalent of 7.0%) were unemployed. The unemployment rate in the LBH was higher than the equivalent rates for both London (of 6.5%) and Great Britain (5.0%).
- 2.1.1.3 In 2020, around a fifth (i.e. 20%) of the LBH's core working age population held National Vocational Qualifications ('NVQ') 4+ level qualifications (i.e. degree and higher-level qualifications). This was in line with the London average (at 19%)<sup>4</sup>, but significantly higher than the national average (of 15.0%). In 2020, 69.6% of employed residents held professional, managerial and technical occupations at associate level and/or above<sup>5</sup>, which was higher than the London average (62.7%) and Great Britain's average (50.6%).
- 2.1.1.4 In 2020, median gross resident wages in the LBH amounted to £700.40 per week<sup>6</sup>. The equivalent rate for London was approximately 2.2% higher (at £716.40 per week) whilst the national median (of £587.10 per week) was 18.7% lower. The same dataset also shows median workplace-based wage in LBH equated to £631.0<sup>7</sup> per week. This was lower than the London average (of £760.70), but higher than Great Britain average (of £586.70).
- 2.1.1.5 According to the latest Business Register and Employment Survey ('BRES'), around 68,000 people were employed in the LBH during 2020<sup>8</sup>. Key local employment sectors include wholesale and retail trade (20.6%), health (11.8%) and education (10.3%). A relatively high proportion of people are also employed in the accommodation and food services sector (10.3%).

## 2.2 REGENERATION

- 2.2.1.1 Deprivation at the local level is measured using the 2019 Index of Multiple Deprivation<sup>9</sup> ('IMD') published by the Ministry of Housing, Communities and Local Government ('MHCLG'). This uses a number of datasets to rank areas across seven domains of deprivation which include:
- Income;
  - Employment;
  - Education;
  - Health;
  - Crime;
  - Barriers to Housing and Services; and
  - Living Environment.
- 2.2.1.2 These categories are combined to produce an overall deprivation rank for each local authority in England<sup>10</sup>. The 2019 IMD ranks the LBH as 49<sup>th</sup> most deprived local authority, placing it amongst the 15% most deprived local authorities in England overall.
- 2.2.1.3 As well as ranking high in terms of overall deprivation, the LBH ranks poorly across several sub-domains, including barriers to income (31<sup>st</sup> highest), barriers to education and skills (184<sup>th</sup> highest) and barriers to housing (9<sup>th</sup> highest). The latter is especially pertinent within the context of the Proposed Development and represents one of the most significant challenges the LBH faces in lowering overall deprivation within the local community.

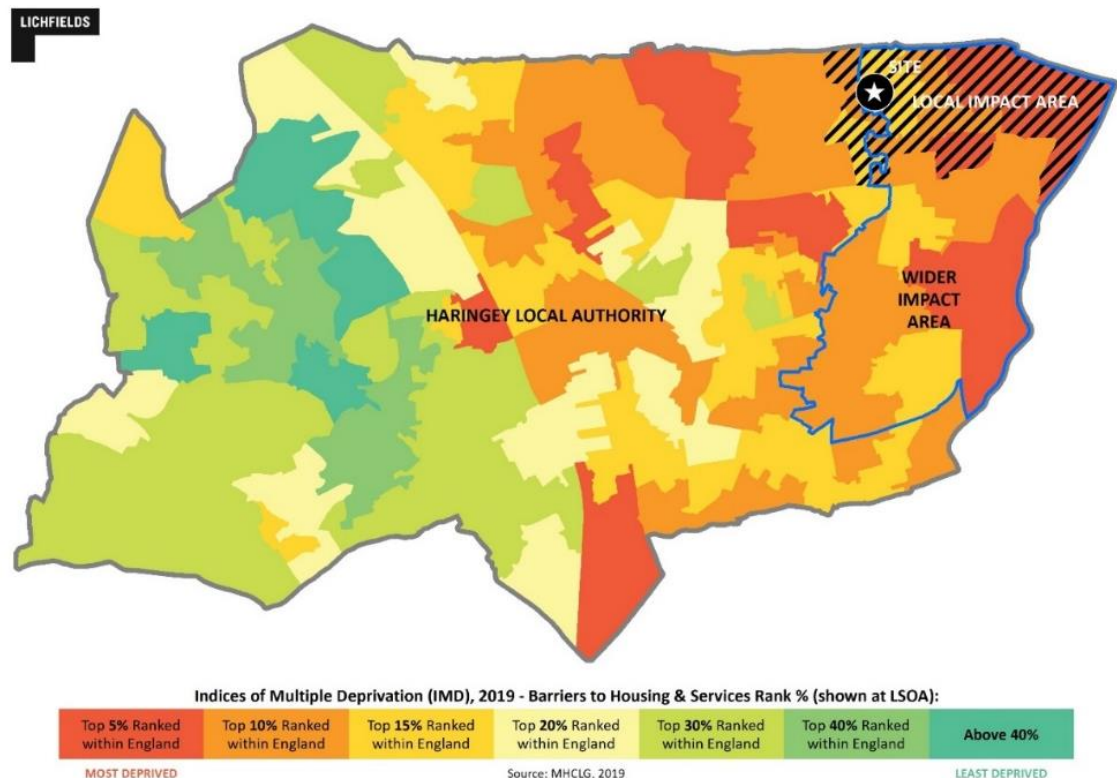
## 2.3 HOUSING

- 2.3.1.1 A key challenge affecting the LBH is the growing gap between house prices and income, which is generating affordability pressures and limiting the ability of residents to access open market housing. Based on evidence from HM Land Registry<sup>11</sup>, the median house price in the LBH was (in 2020) £519,000, which was 7.4% higher than the London average (at £483,000) and more than twice the national average (at £249,000).
- 2.3.1.2 Affordability ratios assess the relationship between median house prices and median earnings. Based on ONS<sup>12</sup> data, the affordability ratio for the LBH was 14.5 in 2020, compared with 12.5 for London and 7.8 for England. This indicates that the affordability of housing in the LBH is a more significant issue than in other parts of the country.
- 2.3.1.3 The recently adopted London Plan<sup>13</sup> (2021) sets a minimum annual housing completions target of 66,000 net additional dwellings per year across the capital in the ten years from 2018/19 onwards, to which the LBH is expected to contribute 15,920

dwellings (or the equivalent of 1,592 net additional dwellings per annum).

- 2.3.1.4 The latest LBH Authority Monitoring Report<sup>14</sup> ('AMR') for 2019-20 (published in July 2021) indicates that a total of 919 homes were completed in the LBH in 2019-20, bringing the total number of net additional dwellings between 2011 and 2020 up to 8,048 (or the equivalent of around 894 dwellings per annum). The AMR indicates that the Borough is not keeping with the increasing demand in housing, with the overall shortfall between 2011 and 2020 adding up to over 2,700 dwellings.

**Figure 2.2 Indices of Multiple Deprivation - Barriers to housing**



Source: MHCLG (2019). 'Index of Multiple Deprivation'/Lichfields analysis

## 2.4 EMPLOYMENT FLOORSPACE

- 2.4.1.1 Data from the Valuation Office Agency ('VOA') indicates that there are currently 114,000m<sup>2</sup> of office floorspace in addition to 591,000m<sup>2</sup> of industrial floorspace in the LBH. A detailed look at the evolution of floorspace in the Borough shows that the quantum of both office and industrial floorspace has declined (by 15% and 12% respectively) since 2010. In practical terms this means that since 2010, the overall quantum of office floorspace declined by 23,000m<sup>2</sup> whilst the quantum of industrial floorspace has declined by 101,000m<sup>2</sup>.
- 2.4.1.2 According to the Greater London Authority's ('GLA') latest London Office Policy Review<sup>15</sup> ('LOPR'), office-based employment in London is projected to increase by around 619,300 jobs between 2016 and 2041, which is expected to generate demand for an additional 6.1 million m<sup>2</sup> of office floorspace. It should be noted that this figure

predates both the advent of the UK's vote to leave the European Union ('EU') and the impact of the Covid-19 pandemic which has resulted in a major shift in people's preferences for hybrid working. On this basis, it is anticipated that the overall employment growth, and subsequent demand for office floorspace could be lower over the period to 2041.

- 2.4.1.3 The current Haringey Local Plan<sup>16</sup> (2017) highlights a forecast demand for an additional 23,800m<sup>2</sup> of business (previously B use class, now B and E(g) uses) floorspace by 2026. In reality, the demand for office floorspace is likely to be higher, especially in light of the recent decline in employment floorspace locally. .
- 2.4.1.4 The London Industrial Land Demand Study (2017) identifies that LBH<sup>17</sup> will require an additional 28.7 hectares of industrial land between 2016 and 2041. This will be met by the Council as the pipeline of planned industrial land release in the LBH equated to 31.2 hectares.

## **2.5 SUMMARY**

- 2.5.1.1 The LBH performs relatively well when compared to Great Britain and similarly to London across a number of labour market and economic indicators. However, median resident and workplace-based wages are low when compared with the London averages.
- 2.5.1.2 In contrast, the LBH faces significant challenges in terms of relative deprivation (ranking 49<sup>th</sup> or within the 15% most deprived local authorities in England), and a housing market characterised by high house prices, high affordability pressures as well as the under delivery of new homes in recent years.
- 2.5.1.3 These factors could limit future economic growth within the LBH, and the long-term sustainability of both local and wider communities. The LBH will also need to provide additional office floorspace and industrial land in the future to counteract recent trends in the decline of employment floorspace in the Borough.

## 3. CONSTRUCTION IMPACTS





- 3.1.1.1 This chapter sets out the potential economic impacts arising from the construction phase of the Proposed Illustrative Interim Scenario. The key impacts relate to new employment opportunities and additional economic output that will be generated over the duration of the demolition and construction phase which is estimated to last approximately 118-months or 9.8 years.
- 3.1.1.2 The Applicant is an accredited London Living Wage ('LLW') employer, which currently stands at £11.05 per hour. This means that anyone engaged in demolition and construction work on the Proposed Illustrative Interim Scenario, either directly and/or through the supply chain will be paid at least the relevant LLW.

## **3.1 DIRECT EMPLOYMENT**

- 3.1.1.1 The construction cost of the Proposed Development varies depending on whether the whole HRW Site is considered, or just the Southern Site. Information provided by the Applicant indicates that the overall construction cost for the HRW Site is estimated to be in the region of £740 million (in 2021-pricing), whilst the construction cost for the Southern Site is estimated to be around £257 million (in 2021-pricing).
- 3.1.1.2 Using labour coefficients from the Homes and Communities Agency ('HCA') Calculating Cost per Job Best Practice Note<sup>18</sup>, it is possible to calculate the number of direct construction jobs supported by the Proposed Development over the course of its construction phase. Taking account of the composition of the Proposed Development, the coefficient for the development of 'new housing' is considered as the most appropriate for calculating the number of direct construction jobs. This coefficient assumes that 19.9 person years of construction would be supported for every £1 million spend on construction (in 2011-pricing).
- 3.1.1.3 To use the coefficient, the construction cost estimates have been deflated to 2011-prices using the UK Government GDP Deflator<sup>19</sup>, resulting in an assumed construction cost of around £600 million and £209 million (in 2011-prices) for the HRW Site and Southern Site respectively. Applying the 'new housing' coefficient to the deflated construction costs and dividing the result by the anticipated length of the construction period (i.e. 118 months or 9.8 years for both sites) suggests that the following full-time equivalent ('FTE') jobs in construction could be supported:
- HRW Site: 1,214 FTE jobs.
  - Southern Site: 422 FTE jobs.
- 3.1.1.4 As construction is made up of many discrete elements of work undertaken by specialists (e.g. bricklaying, carpentry, plumbing, electrics etc.), the number of workers on site will inevitably fluctuate during different periods of the demolition and construction phase.

- 3.1.1.5 Whilst the effect of demolition and construction activity is often considered to be temporary, given the anticipated length of the construction phase for both the HRW Site and Southern Site (i.e. 118 months or 9.8 years), local employment supported as a result of activity associated with the Proposed Development, is therefore likely to have a lasting and long-term effect. It is widely acknowledged that engagement in construction longer than six months, gets individuals on track towards long-term and sustainable employment within the industry.

## **3.2 INDIRECT AND INDUCED EMPLOYMENT**

- 3.2.1.1 Construction activity involves the acquisition of goods and services from across a range of suppliers, who in turn purchase similar goods and services through their own supply chain. The relationship between the initial direct spending and total economic effects is known as the 'multiplier effect', which demonstrates that an initial investment can have much greater indirect effects as this spending is diffused through the economy.
- 3.2.1.2 In addition, local businesses would be expected to benefit to some extent from a temporary increase in expenditure by employees whose income is supported by the demolition and construction activity (i.e. either directly and/or indirectly through supply chain expenditure). This is referred to as the induced effect, which sees expenditure being recycled within the local economy through the wage spending of workers in local shops, bars and restaurants, as well as other services and facilities.
- 3.2.1.3 Research undertaken on behalf of the National Housing Federation ('NHF') indicates the construction industry has a composite (i.e. indirect and induced) employment multiplier of 1.99<sup>20</sup>. Applying this to the direct jobs supported, it is estimated that a further 1,202 FTE jobs per annum could be supported as a result of construction across the HRW site, or 418 FTE jobs per annum in the case of the Southern Site.

## **3.3 ECONOMIC OUTPUT**

- 3.3.1.1 The demolition and construction phase of the Proposed Development will also contribute to local economic output, measured in terms of Gross Value Added ('GVA'). GVA is a measure of the added value generated by economic activity (i.e. in this case construction activity).
- 3.3.1.2 Based on Experian data<sup>21</sup> (from March 2021), the construction sector generates an average GVA of around £102,500 per worker per annum in London. Applying this to the direct employment impact of the Proposed Development (as derived above), it is estimated the direct construction activity could generate the following impacts:
- HRW Site: £124.5 million of direct GVA, and an additional £143.1 million of indirect and induced GVA from each year of construction.
  - Southern Site: £43.3 million of direct GVA, and an additional £49.8 million of indirect and induced GVA from each year of construction.

3.3.1.3 It should be noted that not all of this will be retained locally.

## **3.4 SUMMARY**

3.4.1.1 Construction activity on the Proposed Development will make a significant contribution to the local and regional economy during the construction phase by supporting up to 2,416 direct, indirect and induced jobs and generating up to £267.8 million GVA in the case of the HRW Site; or up to 840 direct, indirect and induced jobs, in addition to up to £93.1 million GVA in the case of the Southern Site.

## 4. Operational Impacts



- 4.1.1.1 This section considers the economic impacts associated with the delivery of commercial and community floorspace included within the Proposed Development as presented in **Table 1** and **Table 2** above (i.e. for both the HRW Site and Southern Site). The floorspace will generate direct, indirect and induced employment and economic output, providing a boost to the local economy and surrounding area.

## 4.2 HRW SITE

### 4.2.1 DIRECT EMPLOYMENT

- 4.2.1.1 Once completed, the HRW Site could see the delivery of between 7,225m<sup>2</sup> (minimum scenario) and 41,300m<sup>2</sup> (maximum scenario) (gross external area ('GEA')) commercial and community floorspace (including the retention of some current uses on-Site across a variety of uses). For the purposes of the Illustrative Scenario it is assumed that around 17,619m<sup>2</sup> (GEA) commercial and community floorspace will be delivered across the HRW Site.
- 4.2.1.2 It should be noted that the precise number of jobs supported on the HRW Site will ultimately depend on the end users that occupy the Proposed Development. However, it is possible to estimate the Proposed Development's impact on direct (i.e. on-Site) employment generation by applying average employment densities to the proposed uses, as outlined in Table 4 below.

**Table 4 Gross direct employment supported on the HRW Site**

Proposed Use Class	Floorspace (GEA) m <sup>2</sup> min/max	FTE Jobs min/max
Industrial – B2	0 / 7,000	0 / 143
Industrial – B8	0 / 1,000	0 / 14
Flexible retail - E(a-c)	4,000 / 7,800	222 / 433
Indoor sport/recreation/ fitness - E(d)	500 / 4,000	6 / 46
Medical / health – E(e)	0 / 1,000	0 / 62
Creche, day nursery or centre – E(f)	0 / 2,000	0 / 19
Business uses - E(g)	1,525 / 7,200	109 / 514
Learning/non-residential institutions - F1(d-e)	500 / 3,500	5 / 35
Place of worship – F1(f)	0 / 0	n/a
Local community uses – F2(b)	500 / 2,500	5 / 25
Energy centre – Sui Generis	200 / 1,800	n/a
Public house – Sui Generis	0 / 3,000	0 / 200
Sub-Station – Sui Generis	0 / 500	n/a
<b>Total</b>	<b>7,225 / 41,300</b>	<b>347 / 1,491</b>

Source: Homes and Communities Agency (2015), 'Employment Density Guide 3rd Edition'/Lichfields

- 4.2.1.3 Overall, it is estimated that the delivery of the Proposed Development across the HRW site could support between 347 (minimum scenario) and 1,491 (maximum scenario) FTE jobs, with an estimated 675 FTE jobs under the Illustrative Scenario. Once additionality adjustments (based on guidance from the HCA<sup>22</sup>) are applied (i.e.

to account for on-site jobs as well as employment displaced from other locations within LBH), it is assumed that the Proposed Development across the HRW Site can support between 207 (minimum scenario) and 1,059 (maximum scenario) net additional FTE jobs.

## **4.2.2 INDIRECT AND INDUCED EMPLOYMENT**

- 4.2.2.1 Indirect jobs will be supported by the commercial and community floorspace as a result of the additional spending by businesses located on the HRW Site. This could include expenditure on goods, suppliers and services in the surrounding area of the Proposed Development. The spending of wages by the additional employees of the commercial and community floorspace once construction is completed and the HRW Site operational, will also support wider (i.e. induced) employment within local shops, services and firms.
- 4.2.2.2 Using composite multipliers from the HCA's Additionality Guide (of 1.45 at the regional spatial level), it is possible to estimate the quantum of wider (i.e. indirect and induced) employment supported by the Proposed Development. By applying this multiplier to the number of (net additional) direct FTE jobs (of between 207 and 1,059), it is estimated that the Proposed Development across the HRW Site could support a further 93 (minimum scenario) and 476 (maximum scenario) FTE jobs more widely.

## **4.2.3 ECONOMIC OUTPUT**

- 4.2.3.1 The operational phase of the completed Proposed Development across the HRW Site will also make a significant contribution to the economy through local economic output (measured in terms of GVA). Using GVA per worker benchmarks from Experian<sup>23</sup>, it is estimated that HRW Site could generate between £22.6 million (minimum scenario) and £110.6 million (maximum scenario) of net additional GVA each year once the new commercial and community floorspace delivered across the HRW Site is completed and fully operational.

# **4.3 SOUTHERN SITE**

## **4.3.1 DIRECT EMPLOYMENT**

- 4.3.1.1 Once completed, the Southern Site could see the delivery of between 2,650m<sup>2</sup> and 25,450m<sup>2</sup> (GEA) commercial and community floorspace (including the retention of some current uses on-Site across a variety of uses). For the purposes of the Illustrative Scenario it is assumed that around 8,080m<sup>2</sup> (GEA) commercial and community floorspace will be delivered across the Southern Site.
- 4.3.1.2 It should be noted that the precise number of jobs supported across the Southern Site will ultimately depend on the end users that occupy the Proposed Development. Drawing on employment density benchmarks from the HCA, it is estimated that the Proposed Development across the Southern Site has potential to support between 124 (minimum scenario) and 877 FTE (gross) jobs (maximum scenario), with an



estimated 453 FTE jobs under the Illustrative Scenario. Once additionality is accounted for, it is estimated that the Proposed Development across the Southern Site can (under the worst-case scenario) see the loss of around 30 FTE jobs (minimum scenario), or up to 504 net additional jobs (maximum scenario).

**Table 5 Gross direct employment supported on the Southern Site**

Proposed Use Class	Floorspace (GEA) m <sup>2</sup> min/max	FTE Jobs min/max
Flexible commercial, business & service – E(a-e)	2,150 / 8,000	119 / 444
Creche, day nursery or centre - E (f)	0 / 1,000	0 / 10
Business uses - E(g)	0 / 2,150	0 / 154
Learning/non-residential institutions - F1(d-e)	500 / 3,500	5 / 32
Local community uses – F2(b)	0 / 2,500	0 / 23
Energy centre – Sui Generis	0 / 1,800	n/a
Public house – Sui Generis	0 / 3,000	0 / 200
Sub-Station – Sui Generis	0 / 500	n/a
Cinema – Sui Generis	0 / 3,000	0 / 14
<b>Total</b>	<b>2,650 / 25,450</b>	<b>124 / 877</b>

Source: Homes and Communities Agency (2015), 'Employment Density Guide 3rd Edition'/Lichfields

## 4.3.2 INDIRECT AND INDUCED EMPLOYMENT

- 4.3.2.1 Using composite multipliers from the HCA's Additionality Guide (of 1.45 at the regional spatial level), it is possible to estimate the quantum of wider (i.e. indirect and induced) employment supported by the Proposed Development across the Southern Site. By applying this multiplier to the number of (net additional) direct FTE jobs it is estimated that the Proposed Development across the Southern Site can support up to 395 net additional jobs indirectly in the maximum scenario.

## 4.3.3 ECONOMIC OUTPUT

- 4.3.3.1 The operational phase of the completed Proposed Development across the Southern Site will also make a significant contribution to the economy through local economic output (measured in terms of GVA). Using GVA per worker benchmarks from Experian<sup>24</sup>, it is estimated that HRW Site could generate between £4.6 million (minimum scenario) and £46.9 million (maximum scenario) of net additional GVA each year once the new commercial and community floorspace delivered across the HRW Site is completed and fully operational.

## 4.4 SUMMARY

- 4.4.1.1 Once completed, the Proposed Development will make a contribution to the local and regional economy by supporting additional employment (i.e. between 207 and 1,059 jobs in the case of the HRW Site in the minimum and maximum scenarios respectively, or between -30 jobs (minimum scenario) and 877 jobs (maximum scenario) in the case of the Southern Site), whilst also generating additional economic outputs (i.e. between £22.6 and £110.6 million GVA for the HRW Site, or between £4.6 and £46.9 million GVA for the Southern Site) in perpetuity.

## 5. EXPENDITURE IMPACTS



- 5.1.1.1 This chapter assesses the resident expenditure impacts generated by the Proposed Development once it is completed and fully occupied. For residential developments, the key economic impacts relate to the increase in local expenditure generated by the new households attracted to the area. The scale of the impacts will be determined by the expenditure patterns of the new households, and the extent to which residents of the new housing move into the area from elsewhere (rather than moving locally).

## **5.1 'FIRST OCCUPATION' EXPENDITURE**

- 5.1.1.1 Research suggests that the average homeowner spends £5,500 to make their house 'feel like home'<sup>25</sup>. This money is generally spent on furnishing and decorating a property. This expenditure on goods and services will generate a range of economic benefits for the local economy, including supporting induced jobs within local businesses.

### **5.1.2 HRW SITE**

- 5.1.2.1 Applying this one-off expenditure on household goods and services, it is estimated that the residents of the 2,612 (illustrative scenario) to 2,929 (maximum scenario) new dwellings delivered across the HRW Site will generate between £14.4 million (illustrative scenario) and £16.1 million (maximum scenario) of 'first occupation' expenditure. It is assumed that this expenditure will occur gradually as the new homes are built and occupied, and is therefore assumed to generate between £1.4 and £1.6 million of additional local expenditure each year (for the illustrative and maximum scenarios respectively) for the first ten-years following completion of the first homes on the HRW Site. The injection of resident expenditure through 'first occupation' will help to support the vitality and viability of local businesses, including a small number of additional local jobs.

### **5.1.3 SOUTHERN SITE**

- 5.1.3.1 It is estimated that the 1,486 (illustrative scenario) and 1,680 (maximum scenario) new dwellings planned across the Southern Site have potential to generate between £8.2 million (illustrative scenario) and 9.4 million (maximum scenario) of 'first occupation' expenditure, over a ten-year period following occupation of the first dwellings (i.e. the equivalent of £817,900 per annum for the illustrative scenario and 924,000 per annum for the maximum scenario). As outlined above, this expenditure generated by the new residents of the Southern Site has potential to support the vitality and viability of local businesses, in addition to a small number of additional local jobs.

## 5.2 ONGOING RESIDENT EXPENDITURE

- 5.2.1.1 Analysis of Output Area Classifications<sup>26</sup> ('OAC') published by the ONS indicates that the community within the LIA is largely populated by households in the 'ethnicity central' socio-economic classification group. The population of this group is predominantly located within denser central areas of London, where non-white ethnic groups have (in aggregate) a higher representation than the UK average, especially people of Black, Asian and/or Mixed Ethnicity ('BAME'), with an above average number of residents born in other EU countries.
- 5.2.1.2 Residents of this socio-economic group are more likely to be young adults, with a lower proportion of households having no children or non-dependent children. Given this, and other local characteristics, it is therefore assumed that the new households accommodated within the market-housing on the (completed) Proposed Development would broadly fall within the same type of household group.
- 5.2.1.3 The 2019 Family Spending Survey<sup>27</sup> provides data on household spending by socio-economic classification group. It shows that UK households within the 'ethnicity central' socio-economic group generate an average weekly household spend in the region of £572. However, spend by households within the 'ethnicity central' socio-economic group in London is estimated to be 19.9% higher, generating an overall weekly household expenditure in the region of £686 per week.
- 5.2.1.4 It is assumed that households living within the social rented and other affordable units in the Proposed Development will form part of the 'hard-pressed living' socio-economic group. Households within this group are more likely to socially rent and tend to have a smaller proportion of people with higher-level qualifications, with rates of unemployment above the national average. Based on data from the ONS, it is estimated that weekly expenditure by households within the 'hard-pressed living' socio-economic group amounts to £463 per week across the UK but is £572 per week (i.e. +24% higher) in London.
- 5.2.1.5 Based on these assumptions, it is estimated that once completed and fully occupied, the new households across the HRW Site will generate between £93 and £104 million (illustrative and maximum scenario respectively) in gross expenditure each year in perpetuity. On the other hand, it is estimated that the new households across the Southern Site could generate between £51.2 and £58.4 million (illustrative and maximum scenario respectively) in gross expenditure each year in perpetuity.

## 5.3 NET ADDITIONAL EXPENDITURE

- 5.3.1.1 It is recognised that not all residents of the Proposed Development (i.e. be it within the HRW Site or the Southern Site) will be new to the LIA, as some will move from elsewhere within the LBH. In addition, only a proportion of the gross expenditure generated by the households within the Proposed Development will be retained within the LIA and the LBH. Based on retail expenditure rates set out within the Tottenham Retail Impact Assessment<sup>28</sup>, it is estimated that around 36% of comparison and convenience goods will be retained within the LIA. This takes account of existing

shopping patterns within the LIA, which show a proportion of retail expenditure leaks from the LBH to other retail destinations outside of the Borough.

### **5.3.1 HRW SITE**

- 5.3.1.1 Taking these factors into account, it is estimated that the total net additional expenditure generated by households across the HRW Site could equate to between £23.2 million (illustrative scenario) and £26.1 million (maximum scenario) per annum. This additional spending will support the vitality and viability of local firms, and could encourage other businesses to move into the local market as well as supporting the functioning of town centres. It is also estimated that this additional expenditure could support a further 163 (illustrative scenario) and 183 (maximum scenario) FTE jobs in retail, leisure, hospitality, catering and other service sectors.

### **5.3.2 SOUTHERN SITE**

- 5.3.2.1 Adopting a similar approach for household expenditure by the new residents across the Southern Site, it is estimated that the total net additional expenditure generated could equate to between £12.6 million (illustrative scenario) and £14.4 million (maximum scenario) per annum, and support between 89 (illustrative scenario) and 101 (maximum scenario) FTE jobs within the local economy.

## **5.4 SUMMARY**

- 5.4.1.1 Overall, it is estimated that the residents of the proposed dwellings across the HRW Site could generate between £1.4 and £1.6 million in 'first occupation' expenditure (for the illustrative and maximum scenarios respectively) each year over the first ten-years following completion of the first units, in addition to between £23.2 million (illustrative scenario) and £26.1 million (maximum scenario) of net additional household expenditure each year in perpetuity.
- 5.4.1.2 When only the Southern Site is considered it is estimated that the residents of the proposed dwellings could generate between £817,900 (illustrative scenario) and £924,000 (maximum scenario) in 'first occupation' expenditure annually over the first ten-years following completion of the first units, in addition to between £12.6 million (illustrative scenario) and £14.4 million (maximum scenario) of net additional household expenditure each year in perpetuity.

## 6. FISCAL IMPLICATIONS





- 6.1.1.1 This chapter analyses the financial benefits generated by the Proposed Development that will accrue to the LBH, and which will help fund the delivery of new social and community infrastructure, in addition to supporting essential local services.

## **6.1 COUNCIL TAX PAYMENTS**

- 6.1.1.1 Once completed, the Proposed Development will generate an increase in Council Tax receipts for the LBH, providing an additional boost to the revenue base of the Council.
- 6.1.1.2 Having regard of the Council Tax levied by the local authority in the 2021/2022 financial year<sup>29</sup> as a proxy, and the housing mix (as presented in Table 3), it is estimated that the delivery new homes across the HRW Site could generate between £4.4 million (illustrative scenario) and £4.9 million (maximum scenario) each year in (gross) Council Tax receipts for the LBH.
- 6.1.1.3 On the hand, it is estimated that the delivery of new homes across the Southern Site has potential to generate between £2.5 million and £2.8 million each year in gross Council Tax receipts for the LBH (based on the Illustrative and maximum parameters considered).

## **6.2 BUSINESS RATES REVENUES**

- 6.2.1.1 The Proposed Development will also generate business rates revenue through the provision of new commercial floorspace. This will provide the LBH and the GLA with additional revenue through the UK Government's business rates retention scheme, in the process helping to fund the running of both organisations, in addition to enabling investment in local social and community infrastructure and services.

### **6.2.2 HRW SITE**

- 6.2.2.1 Drawing upon existing rateable values, the land uses proposed across the HRW Site, in addition to the national standard non-domestic ratings multiplier (of 51.2p in every £1 of rateable value), it is estimated the Proposed Development across the HRW Site could generate between £367,000 (minimum scenario) and £1.12 million (maximum scenario) each year in gross business rates revenue.

### **6.2.3 SOUTHERN SITE**

- 6.2.3.1 Using a similar approach to that outlined above, it is estimated the the proposed uses across the Southern Site have potential to generate between £366,900 and £768,100 per annum in (gross) business rates revenue (for the mimum and maximum scenarios respectively).

## 6.3 SUMMARY

- 6.3.1.1 Across the HRW Site, the Proposed Development could generate between £4.4 and £4.9 million in Council Tax receipts (illustrative and maximum scenarios respectively) and between £367,000 (minimum scenario) and £1.12 million (maximum scenario) in business rates revenue per annum. On the other hand, the delivery of the Proposed Development across the Southern Site has potential to generate between £2.5 and £2.8 million in Council Tax receipts (illustrative and maximum scenarios respectively), and between £366,900 (minimum scenario) and £768,100 (maximum scenario) in business rates revenue each year.

# 7. ECONOMIC COMPETITIVENESS AND WIDER IMPACTS



- 7.1.1.1 This chapter considers the potential wider economic and social impacts of the Proposed Illustrative Interim Scenario and the effects it could have on local economic competitiveness.

## **7.1 EMPLOYMENT FLOORSPACE**

- 7.1.1.1 The needs of businesses evolve over time as the nature of the economy changes. These needs can include a change in the type and size of premises required and/or their locational needs. In today's market, many businesses are moving towards flexible working practices, requiring flexible serviced offices rather than fixed premises with long contracts. This has become especially pertinent since the start of the Covid-19 pandemic but reflects long-term trends which were already in train prior to the start of the pandemic.
- 7.1.1.2 As outlined above, the Proposed Development across the HRW Site has potential to see the delivery of between 7,225m<sup>2</sup> and 41,300m<sup>2</sup> (GEA) of commercial floorspace, or between 2,650m<sup>2</sup> and 25,450m<sup>2</sup> (GEA) of commercial floorspace across the Southern Site. The floorspace will be provided across a variety of uses, and will broaden the workspace offer of the LBH, whilst also providing further opportunities for attracting new investment into the Borough.
- 7.1.1.3 The Proposed Illustrative Interim Scenario will also contribute towards meeting LBH's office provision target (of 23,800m<sup>2</sup>) as set out in Haringey's Local Plan<sup>30</sup>. The Borough does not currently have sufficient supply of office floorspace, so additional developments will be required to meet the demands.

## **7.2 LABOUR MARKET FLEXIBILITY**

- 7.2.1.1 The delivery of new homes can play a major role in supporting the flexibility of the local labour market, which is an important component of local economic competitiveness. The shortage of housing and/or lack of affordability (which limits access to housing) can be a key barrier to people accessing working opportunities, often resulting in long-distance commuting with adverse transport and environmental consequences. A geographic mismatch between labour supply and demand can there impede local and national economic productivity levels.
- 7.2.1.2 With this in mind, the increase in housing supply enabled by the Proposed Development (i.e. both across the HRW Site or Southern Site) could allow for a better match between labour supply and employment opportunities within the LIA, which could in turn help improve the overall economic competitiveness of the local economy.

## **7.3 HOUSING DELIVERY**

- 7.3.1.1 The Proposed Development will assist the LBH in boosting housing delivery, which is a key objective of the Mayor of London as expressed in the 2021 London Plan<sup>31</sup>. Measured against the New London Plan's target (of 66,000 net additional dwellings per annum) at the regional spatial level, and locally for the LBH (i.e. a target of 1,592 net additional dwellings per annum), the Proposed Illustrative Interim Scenario will provide a significant number of new homes to help meet the large-scale challenge that London faces in meeting future housing need.
- 7.3.1.2 The net additional homes delivered across the HRW Site will help the LBH meet its housing requirements, and will represent the delivery of between 14% (illustrative scenario) and 17% (maximum scenario) of the Borough's ten-year housing target (of 15,920 dwellings). On the other hand, the Proposed Development across the Southern Site will see the delivery of between 1,486 (illustrative scenario) and 1,680 (maximum) units. Of these, it is estimated that between 1,156 (illustrative scenario) and 1,350 (maximum scenario) will be net additional, meeting between 7.3% and 8.5% of the Borough's ten year housing target (illustrative and maximum scenarios respectively).
- 7.3.1.3 Delivering against the LBH's housing target will ensure that affordability pressures currently influencing the local housing market do not become exacerbated (in the form of upward pressures on house prices). A fall in affordability could force workers to move further afield, increasing commuting, and reducing the local supply of labour. This would limit the prospects for businesses to create and/or maintain the current level of employment in the Borough.

## **7.4 QUALITY OF PLACE AND SUSTAINABILITY**

- 7.4.1.1 The Proposed Development offers an opportunity to put in place buildings which fit cohesively with the surrounding urban area, enriching the overall quality of the built environment and the local public realm. The enhanced environment will improve opportunities for social interaction between people of different communities, fostering social inclusion, building social capital and promoting business interaction.
- 7.4.1.2 This can have indirect economic benefits by increasing productivity (i.e. often as a result of lower absenteeism), as well as acting as a preventative measure on demand for health and social care services that can impact on public budgets. Improvements to the public realm, and the delivery of new open spaces within the Proposed Development will not only address current deficits, but will also support mental health as well as physical wellbeing.

## **7.5 SUPPORTING THE WIDER REGENERATION OF TOTTENHAM**

- 7.5.1.1 The construction and operation of the Proposed Development will help support the wider regeneration of Tottenham and support the delivery of LBH's High Road West Socio-Economic Strategy. This includes delivery of projects such as the library and learning centre (to be located within the proposed F1(d-e) uses), as well as increasing footfall through the High Road (A1010), better connectivity to/from White Hart Lane Overground Station, improving the local public realm, and creating new open spaces.
- 7.5.1.2 As outlined above, the Applicant is an accredited LLW employer. This will ensure that individuals engaged direct or indirectly with the Proposed Development (i.e. through supply chain expenditure) will, as a minimum, be compensated at the relevant LLW.
- 7.5.1.3 In addition, the Proposed Development will also support ambitions to increase representation and equality within the local labour market. The HRW Socio-Economic Strategy sets out an overall ambition that around a third of the job opportunities are seized by people from BAME backgrounds, and people with disabilities and/or long-term, limiting illnesses. Furthermore, the Socio-Economic Strategy also seeks to increase gender representation in local employment, and sets out an overall target that half of the jobs created through activities supporting the regeneration of Tottenham are taken up by women.
- 7.5.1.4 Alongside the direct (and indirect) employment opportunities created, the Proposed Development will also facilitate training and upskilling of the local workforce. This can be achieved through the establishing of links with local businesses, education establishments and training providers to offer training, development and employment opportunities via work experience, industry placements and apprenticeships.
- 7.5.1.5 The success of the Proposed Development in securing economic and social benefits to the local community hinges on collaborative working with the LBH. The Applicant has a successful track record supporting initiatives such as Haringey Works - which acts as a one-stop shop service dedicated to supporting LBH residents into employment, and the Haringey Adult Learning Service ('HALS') - which supports upskilling and retraining. Retraining is especially pertinent as support through the government-backed furlough scheme (aimed at safeguarding employment through the Covid-19 pandemic) comes to an end.



## 7.6 CONTRIBUTION TO ECONOMIC OBJECTIVES

- 7.6.1.1 Furthermore, the potential economic impacts of the Proposed Development align with a range of national, sub-regional and local policy objectives.
- 7.6.1.2 Once completed, the Proposed Development will increase the supply of high-quality employment floorspace, as well as both market and affordable homes. This will help meet projected increases in population, enhance economic prosperity through creating employment opportunities for local residents and attract significant private sector investment to the area, ensuring the successful regeneration of Tottenham and the LBH more widely.
- 7.6.1.3 The Proposed Development will support the ongoing recovery following the Covid-19 pandemic, and will contribute towards all four priorities identified within Haringey's Good Economy Recovery Plan<sup>32</sup>, including:
- Re-opening and supporting high streets and town centres - through increased footfall along the High Road (A1010) and additional expenditure generated by local residents;
  - Supporting businesses - either directly or indirectly, through supply chain engagement as part of the Proposed Development construction and operational phases;
  - Supporting residents into work and training - by offering training, development and employment opportunities via work experience, industry placements, and apprenticeships; and
  - Securing social and economic value through investment in neighbourhoods and communities - build social capital and capacity within the local community.
- 7.6.1.4 The table below summaries the strategic fit of the Proposed Development with relevant planning and economic development strategies at the national, regional and local spatial levels.

**Table 6 Relevant planning and economic development strategies**

Policy/Strategy		Relevant Key Message	Contribution of Proposed Illustrative Interim Scenario to Policy Objective
National	National Planning Policy Framework (2021)	<p>The document outlines local planning authorities should:</p> <ul style="list-style-type: none"> <li>• Encourage sustainable growth;</li> <li>• Help create the conditions in which business can invest, expand and adapt;</li> <li>• Be flexible enough to accommodate needs not anticipated in the plan and allow for new and flexible working practices; and</li> <li>• Seek to secure a wide choice of homes, high-quality design and a good standard of amenity for all existing and future occupants of land and buildings.</li> </ul>	<ul style="list-style-type: none"> <li>• Upon completion, the Proposed Development will support additional (local) employment and increase the LIA's contribution to the national economy;</li> <li>• Support further employment across London (through indirect/supply chain and induced effects);</li> <li>• Provide new homes to meet local and wider housing needs; and</li> <li>• Support the vitality and viability of local businesses through 'first occupation' expenditure and continued resident expenditure, supporting employment in key local sectors (such as retail, leisure, hospitality, catering and other services).</li> </ul>
	Levelling Up White Paper (2022)	<p>The Levelling Up White Paper sets out the UK Government's programme to support recovery, and promote growth across the country. It defines levelling up as helping to realise the potential of every place and every person across the UK, building on their unique strengths, and spreading opportunities for individuals and businesses. Ultimately, the Levelling Up White Paper's ambition is to help underperforming places level up to the UK's average, unlock their potential and boost the UK's GDP.</p>	<ul style="list-style-type: none"> <li>• The Proposed Development will help boost productivity, and create local jobs;</li> <li>• Help improve living standards through improved public realm;</li> <li>• Strengthen local pride and sense of belonging; and</li> <li>• Empowering local communities and leadership through the delivery of new community space.</li> </ul>
	Build Back Better (2021)	<p>This document replaces the Industrial Strategy (published in 2017) and sets out the government's ambition to rebuild the economy on three core pillars of growth, which include:</p> <ul style="list-style-type: none"> <li>• Infrastructure - stimulate short-term economic activity which drives long-term productivity improvements, whilst also supporting the 'crowding-in' of private investment to accelerate progress to net zero and help to level up the UK economy. This includes working with local authority and the private sector to deliver essential infrastructure;</li> <li>• Skills - Support productivity growth through high-quality skills and training, and continue to focus on the quality of apprenticeships; and</li> <li>• Innovation - Support and incentivise the development of creative ideas that will shape the UK's future growth, attract the brightest and best people, and support small and medium-sized enterprises (SMEs).</li> </ul>	<ul style="list-style-type: none"> <li>• Secure private investment which will support in the regeneration of local communities;</li> <li>• Support skills development and training throughout the both construction as well as operational phases;</li> <li>• Secure the vitality and viability of local businesses (including SMEs) through local supply chain impacts; and</li> <li>• Support the growth of UK plc through the creation of the direct jobs supported on-Site, and more widely across the economy.</li> </ul>

	Housing White Paper: Fixing our broken housing market (2017)	<p>The White Paper sets out how the Government intends to boost housing supply to create a more efficient housing market to match needs and aspirations and support wider economic prosperity. Key proposals include:</p> <ul style="list-style-type: none"> <li>• Planning for the right homes in the right places;</li> <li>• Building homes faster;</li> <li>• Diversifying the market; and</li> <li>• Helping people now.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure a skilled workforce lives nearby to support growing businesses in Haringey;</li> <li>• Deliver additional dwellings to boost housing supply in LBH; and</li> <li>• Support wider economic prosperity through new job opportunities during both construction and operational phases.</li> </ul>
Regional	London Plan (2021)	<p>The New London Plan includes the following objectives on housing and economic growth:</p> <ul style="list-style-type: none"> <li>• Providing a business environment that accommodates up to 6.9 million jobs by 2041; and</li> <li>• Constructing at least 52,287 net additional homes annually between 2019/20 and 2028/29.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver new homes, including a number of affordable units (consisting of at least 500 social rented units);</li> <li>• Provide employment floorspace for businesses to thrive; and</li> <li>• Support the local economy through increase local household expenditure, estimated to range between £14.4 and £23.2 million each year in perpetuity.</li> <li>•</li> </ul>
Local	Haringey Local Plan (2017)	<p>The Council's vision for LBH includes objectives such as:</p> <ul style="list-style-type: none"> <li>• Supporting proposals which make a leading contribution to the housing requirements for London; and</li> <li>• Supporting businesses of all sizes, in particular, start-ups, small and medium-sized enterprises.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver high-quality homes, including a number of affordable and social rented units;</li> <li>• Deliver new high-quality, flexible commercial space to meet the needs of local businesses; and</li> <li>• Support net additional employment, both locally and more widely (i.e. through indirect/supply chain and induced effects).</li> <li>•</li> </ul>
	Haringey Economic Development and Growth Strategy	<p>Haringey's future economic growth must ensure that the dividends of regeneration translate into greater opportunity and prosperity for residents, and that economic growth is based on value-added production and innovation (rather than being consumption-led).</p> <p>The Strategy identifies several targets, some of which include:</p> <ul style="list-style-type: none"> <li>• The creation of 20,000 additional jobs (over the 2011 London Plan baseline position);</li> <li>• The re-profiling of Haringey-based jobs so that retail and the public sector employment are less dominant, and there is a better range of jobs, including a greater proportion of more, highly-skilled employment sectors; and</li> <li>• The intensification of employment land.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the creation of new employment in the LBH through direct, indirect/supply chain and wider induced effects;</li> <li>• Support the diversification of the local economy, by providing a wide range of floorspace on-Site (including flexible retail space, in addition to business and community uses); and</li> <li>• Opportunities for upskilling local residents to support the wider re-profiling of the local economy.</li> </ul>

## 8. STRATEGY FOR MAXIMISING BENEFITS



- 8.1.1.1 This chapter outlines how the Applicant, in collaboration with the LBH and other partners, can maximise the economic and social benefits generated during both the construction as well as operational phases of the Proposed Illustrative Interim Scenario.

## **8.1 CONSTRUCTION APPRENTICESHIPS AND TRAINEE OPPORTUNITIES**

- 8.1.1.1 The demolition and construction phase of large-scale regeneration projects, such as the Proposed Development, offer a range of employment and training opportunities across different trades and skillsets, from bricklaying and carpentry through to plumbing and maintenance.
- 8.1.1.2 To maximise the economic benefits of the Proposed Development, the Applicant will seek to work with the LBH, as well as other partners to identify and support local individuals to access opportunities for work placements and training (including apprenticeships) throughout the project's 118-month long demolition and construction phase.
- 8.1.1.3 This will complement LBH's ambition to support residents into work and training as prioritised within the Haringey Recovery Plan<sup>33</sup> published in August 2020.

## **8.2 LOCAL EMPLOYMENT DURING THE CONSTRUCTION PHASE**

- 8.2.1.1 The Applicant will seek to support the local community by ensuring that job opportunities created during the construction phase are advertised and made available to local residents. The Applicant has an excellent track record in providing local residents with the opportunity to train for and develop skills in construction as outlined in the example below.

### **Elephant Park**

The Elephant Park project at Elephant and Castle was a major mixed-use development (not too dissimilar from the Proposed Development), which provided in the region of 1,500 jobs for local residents, as well as training opportunities for 11,000 people, of which up to 3,000 were LB Southwark residents through the Southwark Construction Skills Centre which opened on-site in 2016.

Being located on the site of Elephant Park meant that students training at the Skills Centre were based in the heart of one of the country's largest regeneration sites. With classrooms for study, a workshop for practice, in addition to an outdoor training year, sees trainees getting practical, first-hand experience of the industry at a major, live construction site. In total, it is estimated that the programme at Elephant Park has created skills opportunities for approximately 8,000 people, the majority which were taken up by local residents.

## 8.3 DEVELOPING THE LOCAL SUPPLY CHAIN

- 8.3.1.1 The Proposed Development will create opportunities for local businesses to participate in project delivery by being part of the project's supply chain during construction. The Applicant has considerable experience maximising the use of local suppliers and will work with the LBH and its partners to identify opportunities for businesses based and/or operating in the Borough to access supply chain opportunities throughout the anticipated 118-month demolition and construction period.
- 8.3.1.2 This will include opportunities for local businesses to support the Proposed Development by supplying raw materials and/or goods needed for construction, in addition to procuring the services of local trades people.

## 8.4 LONG-TERM, OPERATIONAL EMPLOYMENT AND APPRENTICESHIPS

- 8.4.1.1 Once completed, the operation of the Proposed Development will see the delivery of high quality, modern floorspace, which supports local employment and contributes to economic growth. In addition, the Proposed Development will also generate employment opportunities through estate management more widely.
- 8.4.1.2 As such, the Proposed Development offers a significant opportunity for residents to access local employment generated on-Site. Wherever possible, the Applicant will work with tenants of the commercial floorspace to maximise the ability of local people to access these opportunities. The Applicant has experience and an excellent track record adopting local, regional and national funding opportunities (such as the Kickstart Scheme) to maximise the benefits generated at the LIA level, especially amongst priority groups.

### Be Onsite and Kickstart Scheme

At Elephant Park, the Applicant deployed specific funding to deliver the Kickstart Scheme which provides funding to employers to create job placements for 16 to 24-year olds on Universal Credit. The Scheme is designed to help build resilience post-pandemic, and support sustained employment opportunities for young people.

At Elephant Park, the Applicant has also been working closely with its in-house, not-for-profit organisation, Be Onsite, to deliver Kickstart opportunities with its supply chain partners, as well as independent retailers. Thus far, the scheme has been able to support the creation of 28 work placement opportunities for local residents, with more due to commence in the not too distant future.

8.4.1.3 Recruitment to the Kickstart Scheme ended in December 2021, with final placements coming to fruition in June 2022. However, it is assumed that in time, there will similar funding pots which the Applicant, along with the LBH and other partners can explore to support young people on Universal Credit within the LIA, and more widely the LBH to access local employment opportunities, and therefore maximise benefits at the local level.

8.4.1.4 Table 7 below provides an overview of the initiatives identified above and highlights the target group(s) and timescales along which these initiatives can be implemented to maximise the economic and social benefits of the Proposed Development.

**Table 7 Strategy for maximising economic and social benefits**

Objective	Activities	Target Group(s)	Timescales
Construction apprenticeships and trainee opportunities	<ul style="list-style-type: none"> <li>Apprenticeships</li> <li>Traineeships</li> <li>Work placements (16+)</li> </ul>	<ul style="list-style-type: none"> <li>Unemployed residents</li> <li>16+ and NEETs</li> <li>Graduates</li> </ul>	Short/medium-term during construction phase
Local employment during the project's demolition and construction phase	<ul style="list-style-type: none"> <li>Advertise and publish opportunities for employment opportunities at the local Jobs Centre, Haringey People Extra and LBH's website</li> </ul>	<ul style="list-style-type: none"> <li>Unemployed residents</li> </ul>	Short/medium-term during construction phase
Developing the local supply chain	<ul style="list-style-type: none"> <li>Work with the Haringey Construction Partnership to identify and deploy opportunities for local procurement</li> <li>Establish community of local businesses that can be form part of supply chain</li> <li>Encourage larger (i.e. Tier-1 and Tier-2) suppliers to, whenever possible source locally</li> <li>Capacity building for SMEs through engagement with Tier-1 and Tier-2 suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Local businesses</li> </ul>	Short/medium-term during construction phase (with potential for a local supply chain directory to be maintained in perpetuity)
Long-term, operational employment and apprenticeships	<ul style="list-style-type: none"> <li>Advertise and publish opportunities for long-term, permanent employment at the local Jobs Centre, Haringey People Extra and LBH's website</li> </ul>	<ul style="list-style-type: none"> <li>Unemployed and underemployed residents</li> <li>16+ and NEETs</li> <li>Graduates</li> </ul>	Long-term (in perpetuity)



## 9. CONCLUSIONS



- 9.1.1.1 The Proposed Development represents an opportunity for making a large-scale investment in the LIA, and Tottenham more widely, in the process delivering economic growth and creating a sustainable local community. The Proposed Development will see the delivery of much needed new employment space and housing (including 500 social rented units), in the process creating a range of economic and social benefits for not only Tottenham's residents, but also residents of the LBH and London more widely.
- 9.1.1.2 Some of the more quantifiable economic impacts of the Proposed Development across the HRW Site include:
- Support for around 1,214 (direct) FTE jobs in construction during each year of the demolition and construction phase, in addition to a further 1,202 FTE jobs across a range of services and sectors (through indirect/supply chain and wider induced effects);
  - The generation £124.5 million direct GVA and an additional £143.1 million through indirect/supply chain and wider induced effects;
  - Create employment (between 207 (minimum scenario) and 1,059 (maximum scenario) net additional FTE jobs) opportunities for local residents, and between £22.6 million (minimum scenario) and £110.6 million (maximum scenario) GVA each year;
  - Deliver a significant boost to the vitality and viability of the local economy by generating local expenditure (between £23.2 and £26.1 million each year for the illustrative and maximum scenarios respectively), and supporting employment (i.e. between 163 (illustrative scenario) and 183 (maximum scenario) FTE jobs) in retail, leisure, hospitality, catering and other service industries; and
  - Generate between £4.4 and £4.9 million each year in gross Council Tax receipts (illustrative and maximum scenarios respectively), in addition to between £367,000 and £1.12 million per annum in gross business rates revenue (for the minimum and maximum scenarios respectively).
- 9.1.1.3 When only the smaller Southern Site is considered, the more quantifiable economic impacts of the Proposed Development include:
- Support in the region of 422 FTE jobs in construction and around £43.3 million of direct GVA, in addition to a further 418 FTE jobs and £49.8 million GVA through indirect/supply chain and wider induced effects;
  - Create employment opportunities for local residents (up to 504 net additional jobs under the maximum scenario), and contribute up to £46.9 million of GVA each year (under the maximum scenario);
  - Support the ongoing vitality and viability of the local economy by generating an annual expenditure (between £12.6 and £14.4 million for the illustrative and maximum scenarios respectively), in the process supporting between 89 (illustrative scenario) and 101 (maximum scenario) FTE jobs in retail, leisure, hospitality, catering and other services;

- Generate between £2.5 and £2.8 million each year (under the illustrative and maximum scenarios respectively) in gross Council Tax receipts, in addition to between £366,900 and £768,100 each year in gross business rates revenue (for the minimum and maximum scenarios respectively).

9.1.1.4 As well as these quantitative impacts, the Proposed Development will also generate a wide range of other, non-quantifiable benefits including the provision of new employment floorspace to support local businesses, additional housing to support local population growth, help in meeting housing needs and challenges associated with low levels of housing affordability, whilst also making a significant contribution to the economic and planning objectives at the local, regional and national spatial levels.

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- <sup>11</sup> HM Land Registry (2021), *Price Paid Data, 2020*.
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- <sup>17</sup> Greater London Authority (2017), *London Industrial Demand Study*.
- <sup>18</sup> Homes and Communities Agency (2015), *Calculating Cost per Job Practice Note*.
- <sup>19</sup> UK Government, (2019); GDP Deflator
- <sup>20</sup> National Housing Federation (2019), *Local Economic Impacts Calculator*. Methodology and assumptions - This Indirect and induced employment has been calculated by using an employment multiplier of 1.99 which implies that per direct job generated a further 0.99 induced jobs and supported in the supply chain across London.
- <sup>21</sup> Experian, *Gross Value Added, (2021)*
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