

184 Tottenham Lane

Housing Management Plan

July 2026

1. Introduction: YMCA London City and North

- 1.1. YMCA London City and North has a vision of a society where young people thrive. We collaborate with young people and their communities, using our rich heritage to create pathways, so they make informed and supported choices.
- 1.2. We provide a wide range of services to young people and communities across London, including supported housing, youth and community work, health and wellbeing programmes, and targeted interventions with individual young people. Across all our work, we are committed to helping young people meet their basic needs: to belong, to be safe, to achieve, to develop self-esteem and to be fulfilled. Our main objective for our residential accommodation is to create aspirational living environments that match young people's needs and supports positive long-term outcomes.
- 1.3. At Crouch End, YMCA has operated from the site at 184 Tottenham Lane for more than 100 years and understands its place within the local community. Our plans for Crouch End will build on that legacy by replacing outdated accommodation with a modern, professionally managed housing scheme for homeless-experienced young people. The new scheme will provide a safe, structured and supportive home that promotes independence and helps to further embed young people into local support networks.
- 1.4. YMCA takes its management responsibilities seriously and strives to be a good neighbour and a valued member of the community. We do this by being approachable and accessible, by providing clear routes for neighbours and stakeholders to contact us, and by implementing a robust management approach to ensure that the building and our residents do not adversely affect the quality of life of neighbours. We will encourage neighbours to contact us at any time, and will create opportunities for engagement through open days, visits and community forums.
- 1.5. We have extensive experience managing buildings that are home to large numbers of young people and have the expertise to create and maintain a harmonious atmosphere and positive relationships among residents and with the wider community. We work hard to ensure our residents lead meaningful lives and are encouraged to engage in purposeful daily activity, whether through work, volunteering, training or education. This supports them

to establish positive routines and reduces the likelihood of anti-social behaviour.

- 1.6. The new YMCA Crouch End will accommodate young people, both male and female, aged 16 to 35. Residents will be referred either through Haringey Council, which will retain 100% referral rights to the scheme, or through YMCA's network of frontline housing agencies in London. Each young person will be assessed as part of the referral process to ensure that the accommodation is suitable for their needs. The accommodation is not designed for young people with high or complex support needs; it is intended for those who are ready and motivated to progress towards independence following their experience of homelessness.

2. Purpose and Good Neighbour Commitments

- 2.1. This Housing Management Plan sets out how the new building at 184 Tottenham Lane will be managed, staffed and operated. It explains the measures that will be used to maintain a safe and calm environment for residents, minimise disruption to the local area, respond promptly to concerns and deliver positive outcomes for young people.
- 2.2. YMCA's good neighbour commitments are to:
 - provide clear and accessible contact routes;
 - respond promptly to all concerns and comments;
 - log issues, incidents, actions and outcomes;
 - manage behaviour consistently and proportionately;
 - maintain active oversight of internal and external areas; and
 - create regular opportunities for communication with local residents, schools, businesses and stakeholders.

3. Management Approach and Staffing

- 3.1. The building will operate under a robust, proactive management model with 24-hour on-site staffing to ensure continuous oversight and the wellbeing of all residents. Staff will be trained in housing management, safeguarding, conflict management and resolution, community engagement, rapid response, incident recording and escalation procedures.
- 3.2. The management approach will focus on proactively resolving potential issues before they arise, maintaining a calm and structured living environment, steering our residents towards purposeful daily activity, and providing consistent responses to behaviour or incidents. Clear policies and procedures will guide behaviour management, incident response, service standards, safeguarding, visitor management and neighbour liaison.

- 3.3. On-site staff will maintain visibility at key points throughout the building, including reception, entrances and communal areas. Staff will be supported by internal and external CCTV, used as a deterrent and as a tool to identify and respond to issues. CCTV will be monitored and recorded in line with relevant policies and data protection requirements.

4. Resident Profile and Housing Model

- 4.1. The new accommodation at 184 Tottenham Lane will house young people who are ready to progress towards independence. The scheme will provide a structured pathway focused on life skills development, employment, education and training progression, and sustainable move-on into independent accommodation.
- 4.2. YMCA residents will take part in tailored programmes covering tenancy readiness, budgeting, cooking, employability, health and wellbeing, neighbour relations and community integration. This will help residents develop positive routines, build confidence, and acquire the skills needed to sustain independent or shared accommodation after leaving the scheme.
- 4.3. The residential model is designed to combine privacy, dignity and shared living. High-quality internal communal spaces will encourage social connection within the building. The rear garden is designed to provide both active and calm spaces for residents, with clear sightlines for staff to ensure regular oversight.

5. Access Control and Visitor Management

- 5.1. A comprehensive security and access framework will ensure resident safety and minimise disruption to the local area. Controlled entry systems, secure perimeter design, staff presence at reception and key access points, managed visitor access, internal and external CCTV will form part of this framework.
- 5.2. Only residents and YMCA staff will have free access to residential areas. Visitors will need to be authorised by residents and staff and will only be allowed into the building in line with visitor procedures. The building will incorporate controlled zoning, ensuring clear separation between public, communal and residential areas and secure access to circulation routes and bedrooms.
- 5.3. The design and management approach will ensure that the intended more open community use of selected spaces does not compromise YMCA residents' safety, building security or operational effectiveness.

6. Behaviour Management and Community Impact

- 6.1. Residents will operate under a clear code of conduct embedded within their licence agreements. Behaviour will be managed proactively through continuous monitoring of internal and external areas; immediate intervention in response to noise or disturbance; incident logging, structured follow-up and enforcement of licence conditions where required.

- 6.2. Where behaviour that is below our expected standard occurs, staff will act quickly to stop the problem before it escalates. All incidents will be recorded, whether identified by staff, reported by residents, raised by neighbours or reported by other stakeholders. Records will include the nature of the issue, the action taken, the outcome and any response provided.
- 6.3. If a resident's behaviour does not improve following discussions, support interventions, management action and formal warnings, YMCA will use appropriate escalation routes, including enforcement of licence conditions and, where necessary, eviction.

7. Noise Management

- 7.1. Noise will be managed actively inside and outside the building around the clock. If a resident creates unacceptable noise, on-site staff will take immediate action.
- 7.2. Controls will include staff monitoring, noise detection systems, touchpoints in hotspot areas, licence conditions, incident recording, prompt intervention, managed access to external spaces and education on being a good neighbour. External areas will be closed out of hours.
- 7.3. The YMCA will consider additional measures, including restrictions to or closure of outside space during unsocialable hours, in response to any emerging anti-social behaviour patterns or recurring issues.

8. External Areas and Neighbourhood Management

- 8.1. The YMCA recognises that unmanaged congregation outside buildings can cause concern locally. Staff will actively dissuade residents and their guests from congregating in entrances and surrounding areas.
- 8.2. The building's design prioritises high-quality internal communal areas, reducing reliance on external spaces and creating a calm and well-managed local environment. External areas will be designed to eliminate the risk of loitering by residents or other members of the local community. Access control will support the management of the building and restrict access to areas overnight. External areas will also be managed to balance resident wellbeing with neighbourhood amenity. Where external spaces are available to residents, operating hours and rules will be clearly defined, and music will not be permitted except for specific and occasional managed events overseen by the management team.
- 8.3. If external congregation or neighbour disturbance becomes a recurring issue, management will review patterns, strengthen monitoring and introduce additional controls as required.

9. Community Engagement and Good Neighbour Principles

- 9.1. YMCA is committed to being a responsible and responsive community partner. Clear contact routes will be provided for local residents, neighbours and stakeholders. Every comment or compliment received from the community, will

be acknowledged and responded to accordingly. Where action is required, the YMCA will act promptly and record the issue, action, outcome and response.

- 9.2. YMCA complies with the Regulator of Social Housing's requirements on managing complaints.
- 9.3. Concerns will receive a prompt response, and records will be maintained of issues raised, actions taken and outcomes achieved.
- 9.4. YMCA will facilitate engagement through open days, visits, forums and ongoing contact with local residents, schools, businesses, ward councillors and community groups. This proactive and transparent approach is intended to establish long-term positive relationships with the local community.

10. Training, Development and Positive Outcomes

- 10.1. YMCA residents will have access to a comprehensive support and signposting offer, including education, training and employment pathways; life skills development; health and wellbeing advice; tenancy readiness; budgeting; cooking; neighbour relations; and referral pathways to specialist services.
- 10.2. The scheme is designed to help residents develop the skills required to live independently and successfully move on from supported accommodation. Workshops and individual support will help young people sustain tenancies, manage money, engage positively with neighbours and access education, employment or training.
- 10.3. YMCA will work with local partners and specialist agencies to ensure residents can access appropriate advice, guidance and progression routes.

11. Community Use and Integration

- 11.1. The proposed development at 184 Tottenham Lane is designed as a community asset as well as a housing scheme. Controlled community use of selected spaces may include meeting and event space for local groups, structured youth and community programmes driven by local partners, education and employability programmes, health and wellbeing activities, and activities aligned with YMCA provision.
- 11.2. Spaces for community hire will be offered at affordable or subsidised rates where appropriate, ensuring accessibility while maintaining security through managed booking systems, staff oversight, defined operating hours and clear separation between residential and publicly accessible areas.

12. Community Impact and Benefits

- 12.1. We anticipate that the proposed integration of the new housing and community spaces will deliver wider benefits, including reduced social isolation, improved wellbeing, stronger community cohesion, early intervention to prevent homelessness and crisis, spaces for local organisations and grassroots initiatives, and increased volunteering and civic participation.

- 12.2. Illustrative uses include youth clubs, skills workshops, advice sessions, fitness and wellbeing classes and cultural events across all age groups. These activities will be managed so that community use enhances, rather than compromises, resident wellbeing and neighbourhood amenity.

13. Alignment of Design and Management

- 13.1. The building has been designed to support effective management. Key features include flexible mobility throughout the building; well-zoned internal spaces; secure separation of public and residential areas; high-quality communal facilities; and clear operational and access controls to manage footfall, enabling both safe resident access and flexible community use.
- 13.2. The combined design and management approach will ensure the building operates as a professionally managed, safe and well-integrated home for young people, while maintaining positive relationships with neighbours and the wider Crouch End community.