

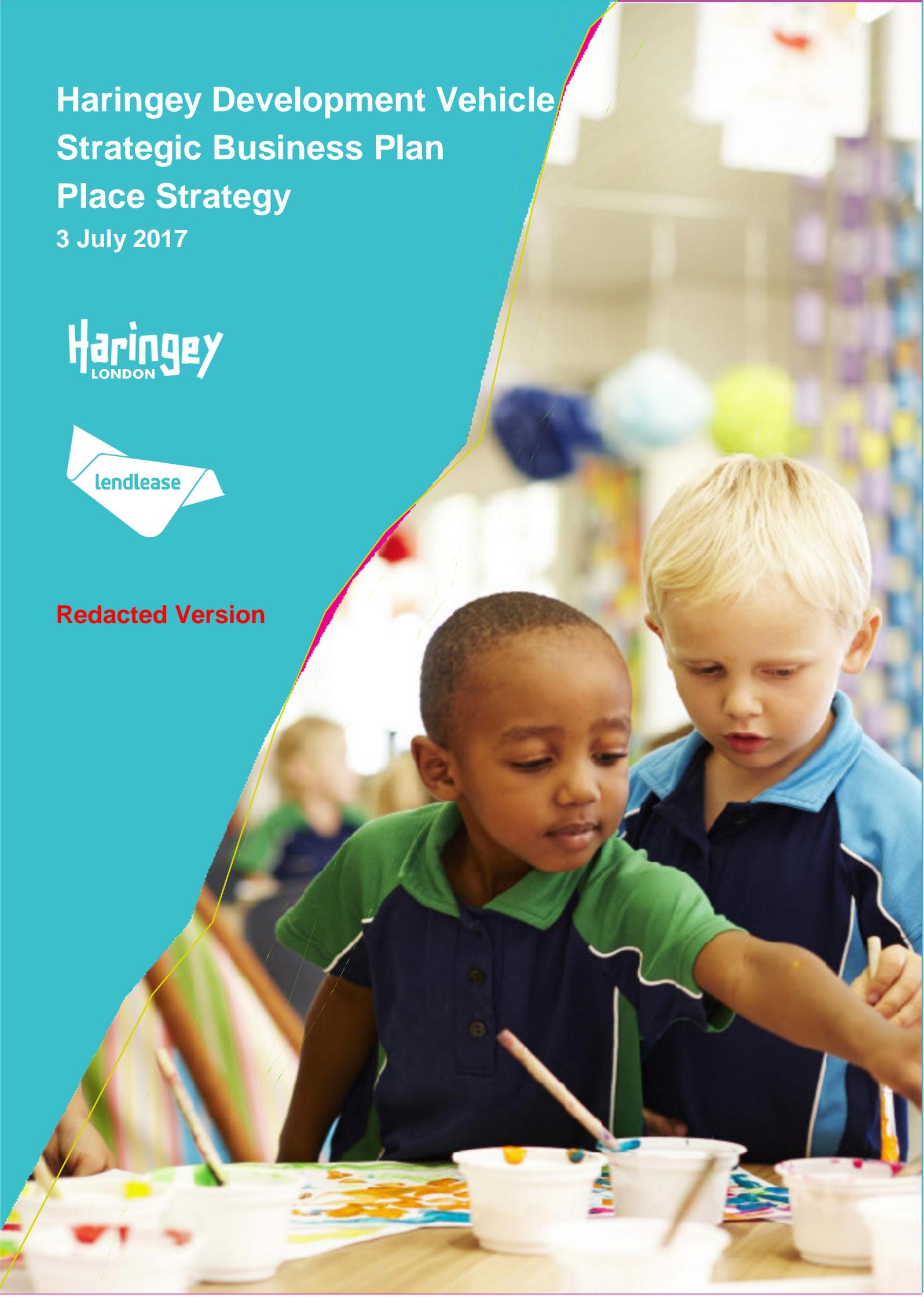
Haringey Development Vehicle Strategic Business Plan Place Strategy

3 July 2017

Haringey
LONDON

lendlease

Redacted Version



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GUIDE TO THIS BUSINESS PLAN (PLACE MAKING)

This section of the Strategic Business Plan, sets out the HDV vision for place making, detailing what the partnership will deliver to create better places including high-quality, mixed and inclusive neighbourhoods that improve health and wellbeing, meet people's needs and nurture aspirations.

To aid navigation of this document, more detailed information and plans are contained within appendices, referenced in the main body where appropriate.

The table below sets out the key sections of this Business Plan, along with their purpose to aid navigation and referencing.

Section Title	Purpose
The Case for Change	Identifies the reason to take a collaborative, holistic, place making approach and the opportunity that the HDV presents
Development Context	The demographic and contextual information that has influenced the proposals
Strategic Approach	
Design Strategy	HDV's commitment to delivering high quality design in all aspects of master-planning, residential, mixed-use and public realm
Residential Use Strategy	<ul style="list-style-type: none"> • The market analysis • Residential development strategy • Affordable housing opportunities
Employment Space Strategy	<ul style="list-style-type: none"> • Commercial use • Retail, catering and leisure use • Industrial
Transportation Strategy	<ul style="list-style-type: none"> • Transport opportunities and constraints • The need to work with transport providers • Impact of Crossrail 2
Estate and Neighbourhood Management Strategy	<ul style="list-style-type: none"> • Approach to estate-management • Design for management • Estate and infrastructure operations
Housing Management and Ownership	<ul style="list-style-type: none"> • Housing management • Affordable ownership strategy
Social Infrastructure Strategy	Strategic approach to social infrastructure which will be supported by the development projects
Meanwhile Use Strategy	Identifies opportunities for start-ups, creative businesses and temporary accommodation
Sustainability and Energy Strategy	<ul style="list-style-type: none"> • Strategic approach to sustainability, which will be implemented in the development projects • Proposals against clear sustainability goals

PLACE

1 THE CASE FOR CHANGE

1.1 Creating inclusive neighbourhoods where residents can lead happy and fulfilling lives

The Council has a vision for the HDV to implement transformational change and regeneration across the borough, ensuring the delivery of new homes, employment space and comprehensive social and economic outcomes. Place making in its wider context is the means to deliver and sustain these ambitions; by creating and managing mixed and inclusive neighbourhoods, with quality homes, training and employment opportunities, community amenity and services, access to transport, mixed-uses and a revitalised public realm, collectively creating transformational places that build communities.

The proposed solutions to place making provide a positive approach to delivering against Haringey's Local Plan and the Council's Housing Strategy, Corporate Plan and Economic Development and Growth Strategy objectives.

Successful place making requires a holistic approach that considers the future of Haringey and its residents. This Business Plan sets out our approach to creating transformational places that encourage collaboration, diversity and aspiration. It includes a series of indicative masterplans that will transform the Category 1 sites and Commercial Portfolio, providing the catalyst for sustained community regeneration across the borough.

Creating successful neighbourhoods is more than physical transformation. Haringey's Corporate Plan states that housing is about people and communities, not just bricks and mortar. We share this vision, and this plan lays the foundations for creating places where communities are inspired and can realise their potential. HDV will create a new future for Haringey offering quality housing, community pride, and access to education, training and employment opportunities.

A mix of high-quality, tenure-blind homes using contemporary, timeless architecture will be set within an activated and landscaped public realm. An efficient, tenure-blind approach to estate- management will deliver consistently high standards for all residents.

Retail, catering and leisure provision will create places that are well-managed, activated, attractive and safe. Socially inclusive spaces will provide amenity to local residents at Northumberland Park and attract consumers to Wood Green, boosting the local economy and enhancing local vitality and diversity.

Meanwhile uses will deliver early results to engage and excite communities and stakeholders about the work of the HDV. Space for start-ups, creative businesses and the arts will generate energy, foster interaction and encourage involvement.

The HDV town centre and community districts will be places that thrive, where people feel safe and where the space contributes to their quality of life. They will be communities with health, wellbeing and opportunity at their core.

Lendlease will draw on current experience and lessons learnt in delivering place creation for large-scale regeneration in London and globally and apply best practice to the HDV.

Working in partnership, the HDV will create unique opportunities for innovation, to inject vitality and pace. As a team, the HDV will listen to the needs of the local communities and residents so that decisions and project outcomes are shaped by what they want.

The HDV's success will be measured by the strength of the communities and the places we create. Our aim is to ensure that residents are proud of their homes, proud of their achievements and proud of living in Haringey.

HDV'S PROPOSAL DELIVERS BEST VALUE TO THE COUNCIL ACROSS ALL ASPECTS OF THE HDV OBJECTIVES;
GROWTH, LONG-TERM INCOME OPTIONS, DELIVERABLE OUTCOMES ON ALL SITES, MIXED TENURES, SOCIAL AND
ECOMONIC BENEFITS AND STRATEGIES FOR NEW SITES. RETURNS AND OUTCOMES ARE SHARED 50:50 THROUGH

THE HDV

Note: This Place Strategy is predicated on HDV carrying out development on Wood Green, Northumberland Park and Cranwood. However, nothing in this Business Plan should be read as suggesting any obligation on the Council in respect of any proposed redevelopment of either Northumberland Park and Cranwood. The HDV recognises that the Council has not taken any decisions on whether either of these sites will be redeveloped by the HDV, and that the legal position is governed by the Development Framework Agreement, not by this Place Strategy.

2 DEVELOPMENT

2.1 Demographics and Research

The London Borough of Haringey is home to a diverse community. By understanding its social narrative and the cultural landscape in which urban regeneration is occurring, the HDV will create neighbourhoods and assets local people love, attract new residents and businesses and generate strong community pride.

Given the Council's ambition for the HDV to be a catalyst for borough-wide transformational change, our first step is to understand the demographic and social factors of the existing Haringey resident base. This will put the existing community at the heart of our solutions for physical, social and economic change.

"WE NEED AN IDENTITY THAT IS OPTIMISTIC AND AMBITIOUS, THAT REFLECTS OUR PROMISE AND OUR FUTURE, NOT THE PAST"

CLLR JOE GOLDBERG, CABINET MEMBER FOR ECONOMIC DEVELOPMENT AND SOCIAL INCLUSION.

At a more granular level, demographics and market research will underpin every project decision to ensure optimal housing typologies, mix, amenity, leisure facilities, public realm and social infrastructure requirements. Details for individual projects are included in their respective Business Plans.

2.1.1 Haringey is Growing Quickly

The resident population of the borough was 267,540 in June 2014 and has experienced a population increase of 17.7% in the decade to 2011, outperforming the ONS projections for the borough. If growth continues to outperform, the population will reach 300,000 by 2021 (rather than as predicted by 2025), prompted by a combination of natural growth and the continuation of the trend towards high international migration.

WHAT DOES THIS MEAN FOR THE HDV: Haringey East is one of London's sleeping giants; the strategic location and increasing transport accessibility, combined with the potential for urban intensification suggests a different growth trajectory for the area – a tactical and coordinated approach needs to be taken, based on an integrated plan and solid partnership arrangement to create the best places for the local community.

2.1.2 Residents of Haringey are Young

There is a slight over representation of youth (10-19) and young adults (25-30) living in Haringey relative to Greater London, with an under representation of older adults. This is particularly prominent in the wards in the east of the borough, where there are more children and young people, specifically White Hart Lane, Northumberland Park, Tottenham Hale and Bruce Grove.

WHAT DOES THIS MEAN FOR THE HDV: the lifestyle needs and aspirations of key demographic groups need to be addressed to ensure appropriate contributions are made to recreational amenity and community facilities that engage younger age groups.

2.1.3 A Tale of Two Boroughs

Haringey sits at the northern gateway to central London, a highly diverse community polarised in terms of wellbeing, skills and income levels. Based on all indicators, the most advantaged wards lie to the west of the borough with the most deprived in the east; Northumberland Park is noted as one of the most deprived 5% of wards nationally (2010 ONS data). The inequality in terms of life expectancy, income, education, access to employment, health and crime is significant between the east and the west and is closely associated with deprivation.

WHAT DOES THIS MEAN FOR THE HDV: Local people will be placed at the heart of the regeneration process to maximise long-term shared social and economic value outcomes. placing a focus on the delivery of social infrastructure that improves quality of life including quality public realm, education, health and housing equality will help create a safe place where people want to live and work.

2.1.4 Ethnic and Religious Diversity in Haringey is Growing

The ethnic composition of the community in Haringey has changed substantially since 2001 with reductions in white British and Irish, and increases in white other, mixed, Chinese and an above average proportion of black communities in comparison to Greater London. New international migrants are currently from Eastern Europe, specifically Bulgaria, Romania and Italy. Religious diversity is also noted with an increase in Muslim and Hindu faith in proportion to decreases in the Christian and Jewish population.

WHAT DOES THIS MEAN FOR THE HDV: the vibrant and eclectic character of these communities must be embraced to inform and ultimately strengthen the amenity offer of the place making strategy. the 'Spirit of Haringey brand campaign should be leveraged to position the Borough as a place that " oozes passion, creativity, authenticity and charm" to greater effect economically and in terms of the areas image and identity.

2.1.5 Occupational Trends

While many of Haringey's residents commute into highly paid jobs, others are out of work or in low-paid insecure employment, and local opportunities are limited: Haringey has the fourth lowest number of jobs per working age resident of any borough in London. Based on the 2011 census data, the most significant occupations in Haringey are wholesale retail and motor repairs (11.8%). Industry sectors of education (11.5%), professional, scientific and

technical (11.4%). Human health and social work activities (10.9%) employ a higher proportion of Haringey residents than the London-wide average. The professional and technical occupations are strongly clustered in the western wards.

WHAT DOES THIS MEAN FOR THE HDV: the resident and business community will be supported to achieve its full potential to ensure regenerative impacts are maximised, with improved accessibility to quality education, skills, training and job opportunities both locally and within greater London.

2.1.6 Sexual Orientation and Marriage/Civil Partnership

Haringey has the 15th highest proportion of lesbian, gay and bisexual population ¹ in the UK. In 2011 there were 10 couples in a civil partnership in Northumberland Park. This is compared to 1,651 marriages (which was only available to heterosexual couples at the time).

2.1.7 Disability

Northumberland Park in particular has proportionally more residents who have impairments that impact on their ability to do day-to-day tasks. In particular, the ward has the highest proportion of residents in Haringey who have impairments which limit their abilities to do day-to-day tasks a little.

WHAT DOES THIS MEAN FOR THE HDV: The HDV will work with Council to focus on an outcome relating to equal opportunities as well as a quality environment and creating places where people will want to live irrespective of sexual orientation. residents with disabilities will be supported to achieve their full potential through accessible design and place creation.

By understanding the social narrative of the borough and engaging the existing and emerging communities in conversations about their needs and future aspirations, the HDV will create a network of great places that local people will love and be proud of.

How the HDV propose to address the demographic context is explored in more detail in the HDV Social and Economic Strategy.

¹<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/articles/subnationalsexualidentityestimates/uk2013to2015#introduction>



3 STRATEGIC APPROACH

3.1 Overview

A series of strategic initiatives and action plans will secure HDV's long-term vision. These form an integral part of the HDV Business Plan and will be continually reviewed and re-assessed, to ensure they best meet the demands of the residents and the wider borough.

The strategies included below target the partners' objectives and encompass the needs of stakeholders and the communities at large.

The Business Plan sets out our approach to the following key elements:

- Design Approach;
- Residential Uses;
- Employment Space;
- Transport;
- Estate and Neighbourhood Management;
- Housing Management and Ownership;
- Social Infrastructure;
- Meanwhile Uses; and
- Sustainability and Energy Strategy.

The solutions relate to the built form, demand for proposed activities and the wider social, economic and place making requirements. We have adopted the principles and approach consistently for all projects within the HDV. Place making outcomes will be created through combining all of these strategies and ensuring they are delivered with care.

These strategies form a 'toolkit' that will be applied to the HDV Category 1 sites, and can also be utilised at the strategic borough level, to shape outcomes and drive results for the Category 2 and 3 sites in the future. This will enable the HDV to grow and deliver upon the Council's ambition to ensure transformational physical, social and economic outcomes across the borough.

Specific strategies for Northumberland Park, Wood Green and Cranwood (Category 1 sites) are included in their respective Business Plans.

3.1.1 HDV Place Making Advisory Panel

To ensure HDV is consistently challenged to drive the best solutions, it is proposed to establish a strategic HDV Place Making Advisory Panel. This Advisory Group could include leading industry and community experts, who will meet with the HDV project teams quarterly to review, critique and generate ideas for best practice solutions. This forum will foster a collaborative discussion to share ideas and lessons; it will also help to provide an independent but consistent view at the strategic HDV level, across all the individual projects.

4 DESIGN

Quality design outcomes underpin our approach. As defined in the Wood Green Area Action Plan (AAP), place making is ‘design that capitalises on a local community’s assets and potential to create spaces that promote health, happiness and wellbeing’.

HDV’s design and place making approach will deliver a balanced mix of high quality homes and public realm which together will foster social cohesion and deliver places where people want to live, work and visit.

“FIRST LIFE, THEN SPACES, THEN BUILDINGS,”

JAN GEHL

Jan Gehl, the Danish urban designer, neatly summarised the place making-led approach as: “First life, then spaces, then buildings.” In other words, start with the vision of ensuring people have positive experiences, then work on the spaces and places that support this and then finally, design quality buildings. By thinking about ‘life’ and people first, the HDV will be able to nurture places where communities can flourish; creating vibrant and active places that generate positive change and aspiration.

4.1 Approach to Design

Our proposed design approach goes beyond physical buildings, incorporating place, safety, sustainability, diversity and community. This means mixed and inclusive neighbourhoods where residents from all age groups lead happy and fulfilling lives, and where economic, environmental and social outcomes are all essential elements of the project delivery.

The HDV team will need to understand each location, the history and culture to best harness the potential of an area and create sustainable neighbourhoods.

From the outset, the HDV will approach design and place making as a collaborative process, with extensive early engagement and consultation with partners, stakeholders, residents and local community groups. We will adopt a ‘listen first’ approach to the design journey, and be transparent and open in engagement.

Whilst we will have an overarching consistent approach to the key principles of master-planning and design, each site's response will be tailored to take account of the specific physical, social and economic context of its local area.

Our dedicated team on site will work closely with the Council, local residents and the community so that decisions and project outcomes are shaped by their needs and aspirations. Please refer to the Community Engagement Strategy for our approach.



Figure 4-1 Place making goes beyond physical buildings, incorporating place, safety, sustainability, diversity and community

4.2 Selecting the Right Consultant Team

Through a competitive tendering and evaluation process, the HDV will select consultants who share our HDV vision and values. Assessing responses, understanding capabilities and embracing the ideas that good design can offer is key to ensuring we deliver optimal outcomes.

As Development Manager for the HDV, Lendlease will provide access to UK and global leading design expertise, plus the ability to apply the Lendlease Design Team's review capability. This comprises of a range of specialists (architects, structural, mechanical, electrical, sustainability and façade engineers) who can review and contribute to ensuring the most efficient and effective end solutions.

Regular detailed internal reviews at key design stages will enhance the design solutions and mitigate design risks in the programme. This approach will ensure that designs can be efficiently procured, built safely, on budget and programme. Further explanation of our delivery approach is included in the HDV Delivery Business Plan.

There is a great benefit in keeping a core consistent architectural and consultant team working with the HDV throughout multiple stages of the project. Further detail on the procurement of key consultants is included in the Northumberland Park and Wood Green Business Plans and the HDV Delivery Business Plan.

4.3 Urban Design and Master-Planning

The HDV has a responsibility to create masterplans that deliver a positive regeneration and place making outcome within the context of the site and which are embraced by the local community and wider stakeholders. Whilst at this stage it has not been possible to undertake proper engagement, the masterplans created for the Category 1 sites provide an exciting blueprint of what is deliverable.

4.3.1 Northumberland Park Masterplan

Northumberland Park has enormous potential to become a diverse and inclusive urban village. A place that is proud of its past, but focused on the future. A place that is both open to innovative ideas and fiercely protective of the things it holds dear. A place you want to be part of, to live, to learn, to work. A place where a child born today will, by the age of twenty, enjoy a quality of life and access to the best opportunities London has to offer.

HDV's 'holding' vision for Northumberland Park is: "A place where people love to live and communities flourish". This is explored further in the Northumberland Park Business Plan.

4.3.2 Wood Green Masterplan

The Wood Green masterplan seeks to create a connected vibrant metropolitan town centre focused around an enhanced High Road, providing new quality homes, employment space, shops, cultural activities and a vibrant and safe public realm. A place which celebrates the diversity of its community and provides an economic and social heart. A place which is loved by the local people.

4.3.3 Cranwood Masterplan

As the first project to be delivered in the HDV programme, Cranwood will establish the quality benchmark for the HDV. Our vision for Cranwood is to set new standards in sustainable design and energy performance and for it to become one of the first net zero-carbon projects of a similar size and scale in London, setting an exemplar benchmark for the HDV. In addition, it will create quality, mixed-tenure homes that revitalise the streetscape, enhance local connectivity and engender a new sense of community.

4.4 Public Realm

The public-realm strategy for the HDV is a critical element of the place making solution. It will play a key role in creating place changing outcomes by delivering public spaces that encourage community connections, social interaction, generate community stewardship and civic pride. A landscape inclusive approach to master planning will create enduring environments and inclusive civic spaces.

The public realm is where we meet our neighbours and build the connections and conversations that create a community. This requires arranging spaces and designing for social interaction. Creating destinations and places to dwell, to watch, congregate, participate and enjoy.

HDV will pay very close attention to the design of the public realm to encourage a sense of belonging, wellbeing and safety. Our focus on safety will include experience and perceptions, like walking from the station or the bus stop to your home. Safety will be enhanced through considerate design and activation. Generating community pride, ownership and belonging are all central HDV themes to ensuring a safe and vibrant public realm.

Our strategy for public realm includes applying the 'Power of 10' principle, where each destination seeks to provide 10 things to do: activities and smaller-scale experiences which establish spaces as well visited and loved destinations. Inclusiveness is at the core of this strategy. HDV will provide public spaces focused on meeting the needs of all ages, interests and ethnicities.



Figure 4-2 The Power of 10 principle creates vibrant, activated spaces that become much loved destinations

Some of the activities will be unique to their particular place, reflecting the culture and essence of the surrounding community. These include places to sit, playgrounds to enjoy, space to exercise, sports to activate, art to touch, music to hear, food to eat, history to learn and people to meet and interact.

HDV will engage with local residents, holding community competitions and collaborative design workshops to ensure the diverse local community contribute to defining the key public spaces, their uses and are involved in shaping the outcomes they want.

4.5 Approach to Residential Building Design

The HDV approach to residential design will ensure the delivery of the place making vision, creating well-designed homes of mixed tenures that provide high quality housing options for residents at all stages of their lives, particularly for families.

All buildings will be designed tenure-blind and meet the National Planning Policy Framework (NPPF), The London Plan (2016) including the London Housing SPG, the Haringey Local Plan, Buildings Regulations as amended, and Secure by Design Homes 2016. All our new homes will exceed the London Plan requirements to achieve improvements of 35% against building regulations (2013). Design will support the achievement of Haringey's 40:20 and zero-carbon 2050 targets to reduce CO2 emissions in the borough, targeting innovative sustainable outcomes in everything we do. Homes will be designed to Wheelchair Housing

and Lifetime Home standards, and comply with Lendlease's Design for Dignity guidelines, for which Lendlease received the Australian Human Rights Award 2016.

[Redacted Material]

Quality design standards will be achieved whilst ensuring reference to local character, community needs and context of place. For example, whilst continuing to drive efficiencies in floor plan layouts, the design team can offer a selection of architectural designs and finishes to provide choice and differentiation without causing cost or programme risk.

The HDV Delivery Business Plan sets out the design specification for open market sale, affordable housing and Private Rental Sector (PRS) in further detail.

4.6 Approach to Affordable Housing Building Design

The HDV will commit to delivering tenure-blind affordable housing, with a balance of different types of homes, offering quality, affordability and sustainability for current and future generations. As referenced in Haringey's Housing Strategy and in line with our standard approach, engagement with residents and communities will be critical from day one so that decisions and service improvements are shaped by what they want. The HDV will implement a Resident Involvement Strategy to ensure that residents are involved consistently through the process. This is detailed in the Northumberland Park Business Plan.

The HDV is committed to building the same high-quality homes, regardless of the end user or tenure. The approach is to properly understand the end user requirements - generally alongside a Registered Provider (RP) - and to specify the finishes to meet those requirements. This will mean that there will be subtle variations in the specifications but that the fundamentals of the buildings are no different to the Open Market Sale (OMS) product. HDV will work with the Council and Homes for Haringey to develop an HDV affordable specification, and this would be incorporated into the Product Book.

4.7 Approach to Private Rented Sector Building Design

During the design stages for the PRS product, the project team will form the design brief based on individual design requirements for each site taking into account differences for PRS compared to OMS. The design brief for PRS will respond to the following:



Figure 4-3 Key areas the PRS design brief will respond to

5 RESIDENTIAL USE STRATEGY INCLUDING MIX OF HOUSING TYPES

5.1 Key Objectives

HDV programme requires a holistic approach that considers the future of Haringey and its residents from an economic, social and wellbeing perspective as well as improving the quality of their environment and enhancing lifestyle opportunities.

THE LONG-TERM SUCCESS OF THE HDV RELIES ON THE CREATION OF SUCCESSFUL VIBRANT PLACES WHERE PEOPLE WANT TO LIVE, WORK AND VISIT. A KEY ELEMENT OF THIS IS THE DELIVERY OF HIGH QUALITY HOUSING.

The residential uses within the HDV portfolio present the opportunity to deliver on the ambitions of the Council's Housing Strategy and create neighbourhoods that people choose to live in with a balance of different types of homes which offer quality, affordability and sustainability for current and future generations.

To achieve this, the following strategic objectives for housing have been adopted:

- Deliver a diverse range of well-managed, quality homes that cater to a broader social mix by employment, educational attainment, household, affordability, composition, age and ethnicity;
- Housing design quality and building architecture that will be tenure-blind;
- People must be at the heart of change and involved in shaping outcomes;
- Establish a strong identity and brand for the HDV by creating places where residents desire to live;
- Ensure attractive, clean and safe public spaces where there is a real sense of belonging and pride;
- Deliver innovative and sustainable housing design outcomes
- Maintain a well-managed attractive environment; and
- Accelerate quality housing delivery given Haringey's increased target of providing 1,502 new homes per year as set out in the London Plan 2015.

5.1.1 Creating a Balanced Mix of Homes

Given the long-term nature of the HDV and the plan to deliver successful place and sustainable community outcomes, it is critical to ensure the optimum mix of housing tenures and typologies to respond to community needs initially and on an ongoing basis. Flexibility in the mix of housing tenures and typologies will be maintained by HDV to adapt to market trends that will inevitably evolve over the period of the HDV, including the need to include uses that can be re-purposed.

The plan will include mixed typologies across the portfolio providing housing options for a range of household sizes, characteristics and incomes. These include the creation of:

- Open market housing for sale or rent;
- Private Rental Sector housing;

- Intermediate housing for sale or rental for lower income groups;
- Social rented housing for people on low incomes or/ and in receipt of benefit;
- Specialist housing (and adaptable design) for people with special needs for rent and for sale;
- Innovations in intermediate housing offer to support low and middle-income groups²;
- Refurbishment of existing housing where possible.

The mix between affordable and market housing tenure will be subject to a S106 agreement entered at the time planning consent is granted, and in accordance with the levels targeted in the current draft planning policy of 60% market and 40% affordable housing. Given the scale of the opportunity, we will continue to drive innovation in housing solutions to improve the provision of accessible and affordable housing options. We will include a proportion of PRS to create variety of housing mix and momentum in delivery. Further innovation in intermediate housing tenures will also be applied.

As previously noted, to deliver an integrated housing offer, all the housing will be tenure-blind. This coupled with investment in education, employment and community amenities will provide opportunities for the existing residents whilst also attracting new people. The result will be an inclusive and balanced community, avoiding displacement and encouraging diversity.

The approach to affordable housing tenures is detailed further in Section 5.3 below.

5.1.2 Creation of a Tenure-Blind Environment

For sites that have traditionally included a high proportion of local Council housing, where the homogenous architecture and large areas of single tenure housing are no longer desirable, our proposed architectural solution for the new masterplan will create a balanced mix of open market sale, PRS and affordable housing in a tenure-blind environment.

The housing mix, architectural treatment and management approach will have no differentiation between the various tenures.

5.1.3 Benefits of Multi-Generational Living

Communities work better where there is a diverse mix of residential occupiers of all ages and this will be actively encouraged. This supports health and wellbeing outcomes for different members of the community who may otherwise feel isolated, fosters relationships between the young and old, and encourages social inclusion and community interaction.

This approach can result in reduced costs of intervention for the Council due to reduced need for adult services and as members of the community feel a sense of belonging and remain in their own homes for longer.

² Fair to Middling: Report of The Commission on Intermediate Housing by Kat Hanna, on behalf of the Commission

It is also the case that some social mixes work better than others, and that through careful design the mix of residents can be complementary. For example, residents in senior living accommodation often express a desire to be located close to local amenities such as a shop, park and health centre. They will also often want to be close to life, perhaps near a school or nursery where there is the possibility of regular interaction with other people. In turn, parents are often happier if their children are playing in areas of greater passive natural surveillance that can often be provided by the presence of senior living accommodation.

5.2 Market Commentary

Haringey is situated in a central Zone 3 location, highly convenient for Kings Cross and the West End and to the London-Stanstead-Cambridge growth corridor to the north. Haringey's housing offer is representative of the wider London market, in the proportion of owner occupation (39%), intermediate (2%), social rent (27% PRP and LA) and private rented tenures (32%).

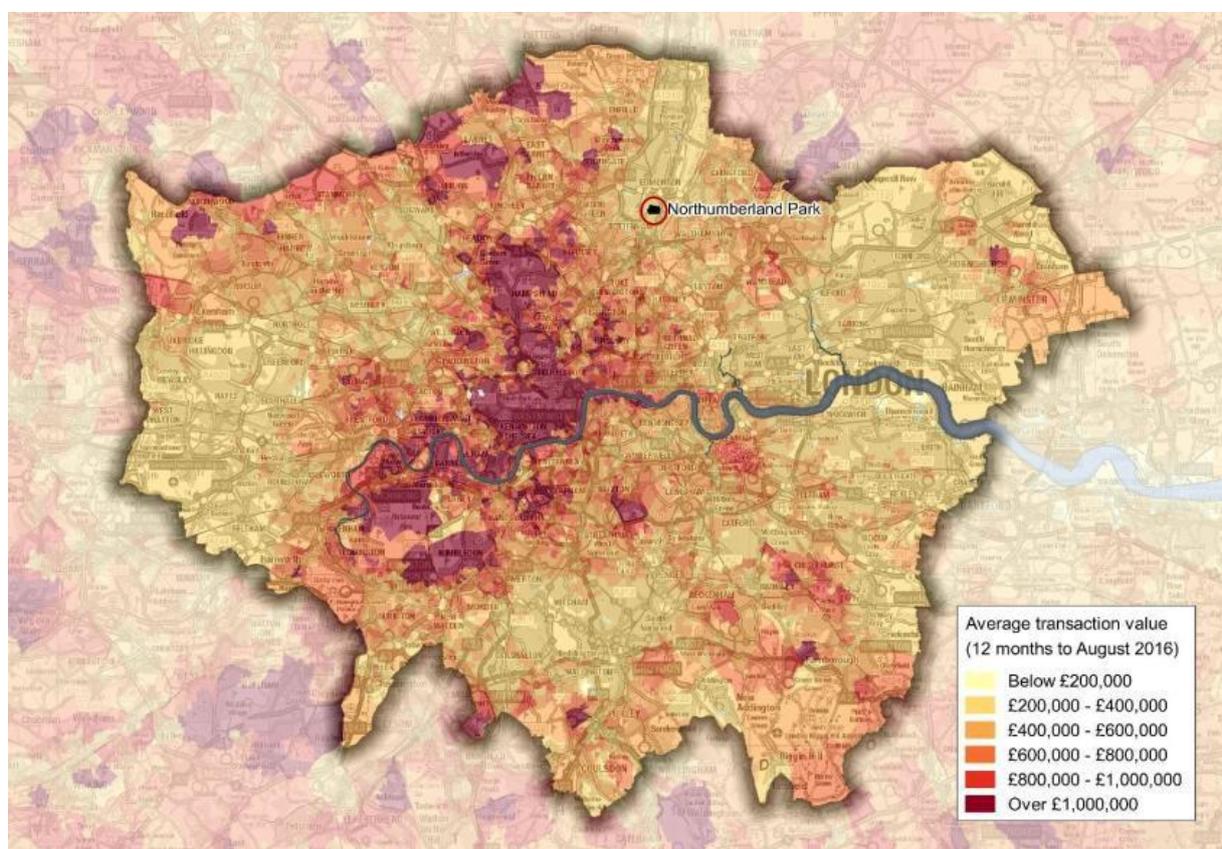
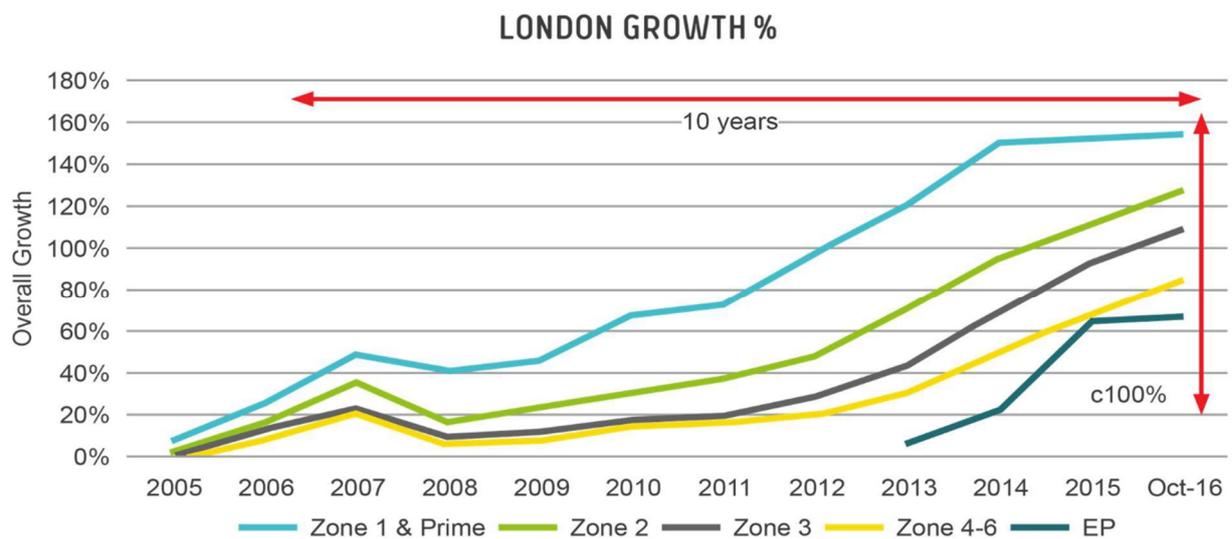


Figure 5-1: The above image demonstrates house prices in the past 12 months are significantly less in Haringey than other neighbouring Zone 3 boroughs. This is highlighted by a significant area of the borough within the £200k - £400k average sales value achieved (yellow/ orange areas).

There is a stark divide between east and west; higher value, owner-occupied homes characterise the west (Muswell Hill, Crouch End, Fortis Green and Highgate), whilst the east has traditionally had lower value housing and a higher concentration of social rented stock (Northumberland Park and White Hart Lane). The borough is London's largest Housing Zone with funding support from the Greater London Authority to build 10,000 new homes and create 5,000 new jobs by 2025.

The Council's latest Housing Strategy outlines the position for housing over the next 5 years, to tackle issues such as "mono tenure, non-permeable estates, poor stock profile and low density". The need for affordable housing in the borough outstrips supply, with shortfall provision of circa 5,000 units per annum compared with the average inner London shortfall.

The residential market analysis for Haringey can be summarised as follows:



Source: Land Registry

Figure 5-2: London Price Growth and Regeneration – Haringey Assessment, Average London Growth

The London residential market has grown 100% in the last 10 years, averaging 10% per annum. This period also included the global financial crisis.

Since 1983 the average price growth in London has been 559% equating to 17% pa (cited by Halifax).

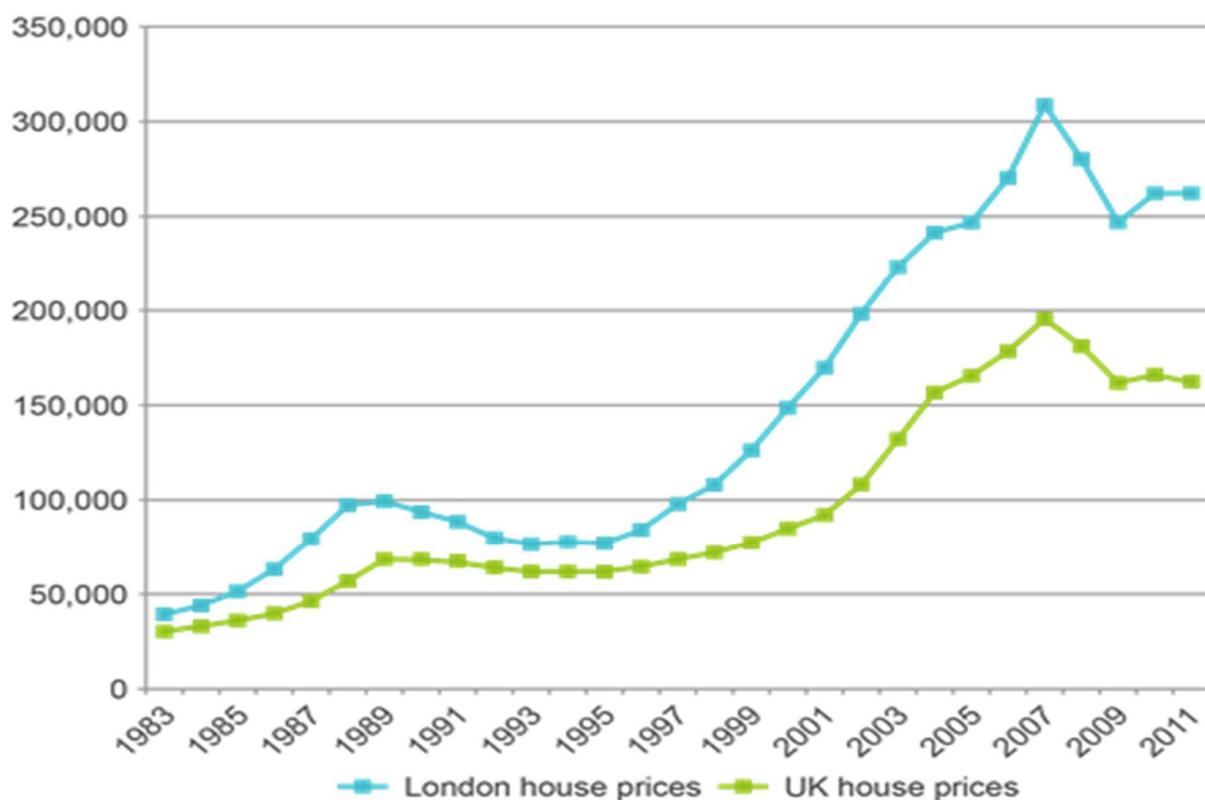


Figure 5-3 London average house price

These prices are not adjusted for inflation. If you were to compare this to the Bank of England's acute inflation calculator to work out roughly what the price rises cited by Halifax represent in real terms.

In approximate real terms, since 1983:

- UK house prices have risen by 101%
- London prices have risen by 124%

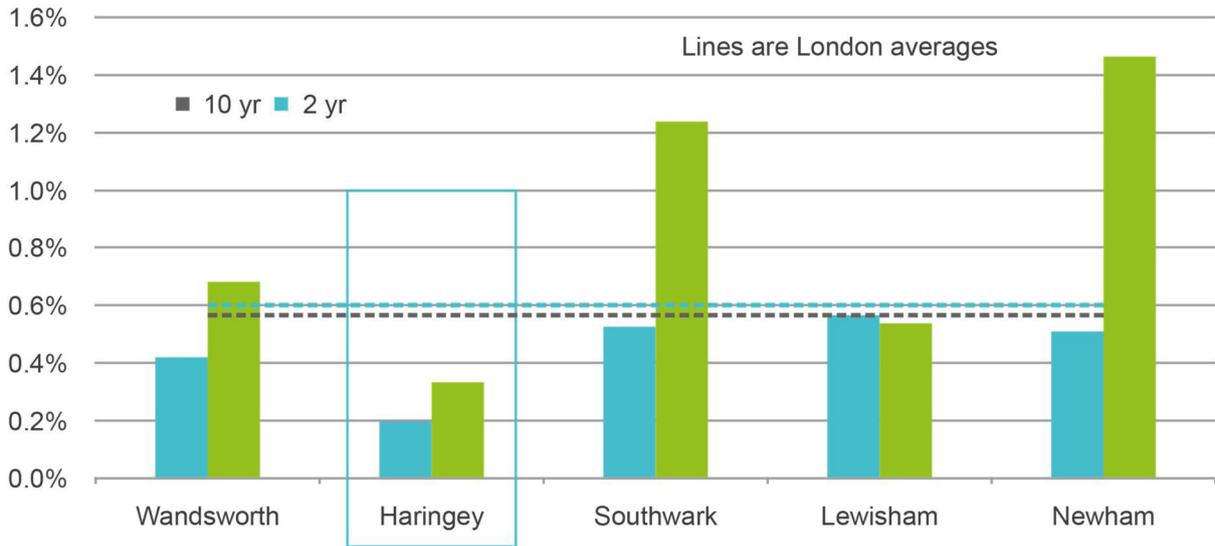
5.2.1 Haringey Residential Supply

Haringey has generally seen lower levels of supply growth and consequently turnover compared to other London boroughs. This suggests a considerable latent demand in this area.

Southwark and Newham in comparison are showing a slight undersupply, however in recent years following the Elephant & Castle and Stratford regeneration this has significantly increased, demonstrating the demand is there.

COMPLETIONS AS SHARE OF STOCK

ANNUAL AVERAGE



Source: Lendlease Group Research, ONS, GLA

Figure 5-4 Haringey has had a low level of supply growth

London's outer ring (zones 3 to 6) are growing in value at a faster rate than the centre (zones 1-2) as demonstrated by the map above showing average inflation from land registry data for the last 12 months. Haringey has experienced 13.7% house price escalation during the same period.

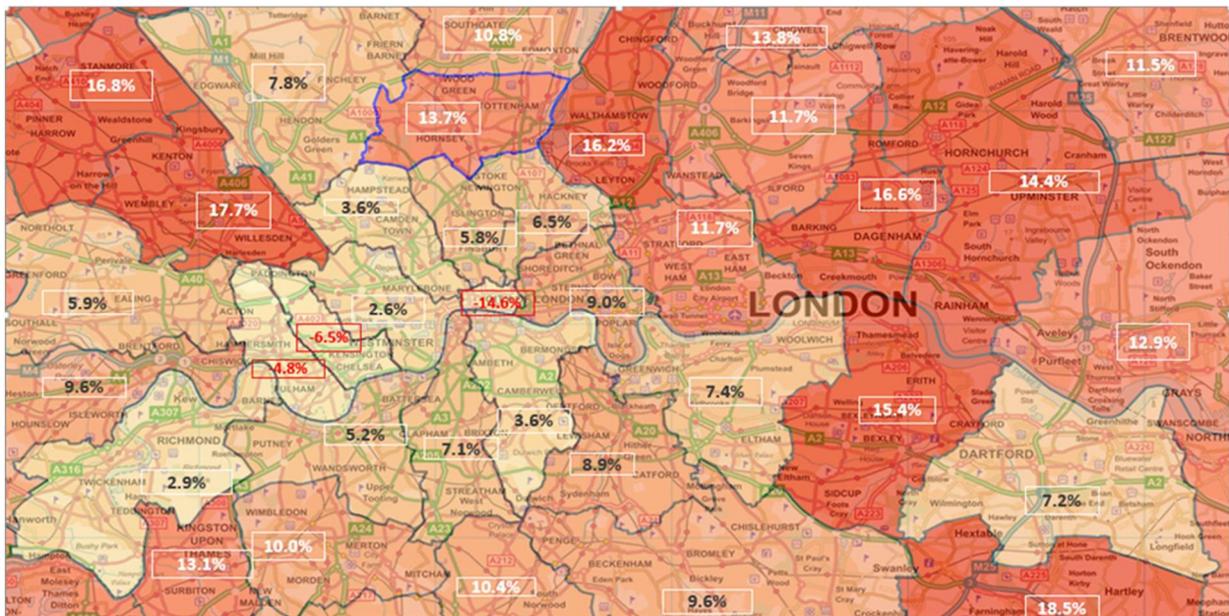


Figure 5-5 The 'Doughnut Effect' shows values increasing in London's outer ring more quickly than the centre (last 12 months)

Haringey's strategic location in inner north London, increased transport investment, improved rail accessibility and potential for urban intensification, suggests a growth trajectory for the east of the borough when compared against other areas of London. Building on the Council's Corporate Plan objectives and the underlying market fundamentals, the HDV has a transformational opportunity to create vibrant and sustainable communities in Haringey with a balanced mix of different tenures and innovative typologies for all affordability levels.

5.2.2 Regeneration Effect in Haringey

[Redacted material]

5.3 Open Market for Sale and Private Rented Sector

Communities work best when there is diversity of residential occupiers and this will be actively pursued whilst ensuring we create sustainable and cohesive neighbourhoods. The HDV will create private tenure housing options that will respond to market conditions and demand over time. We will achieve this by providing a mix of OMS and market rental housing, some of which will provide long-term institutional investment potential such as PRS, and some of which will be on shorter-term lettings arrangements, allowing properties to also be made available for sale over a period of years.

Our baseline financial appraisal currently assumes up to 30% PRS tenure mix. The indicative mix of housing tenures is set out below (based on habitable rooms).

[Redacted Material]

Achieving a good mix of homes needs to be complemented with services and amenity for residents to avoid 'dormitory suburbs'. The requirements of families, youth, aged residents and people with special needs must be considered. The integration of retail, leisure and office uses adjacent to and within the ground floors of residential blocks generates day-time activity, provides activation to the public realm, promotes viability of retail offers and opportunities for social interaction, enjoyment and community creation.

5.3.1 Target Market

Location, design, price, typology, transport, amenity and public realm are all drivers in the decision to buy or rent a home and will be carefully positioned and communicated to our target markets. From our analysis of the current demographic research, the target market for the homes in Haringey will be:

- First-time buyers, individuals or sharers seeking a well-located home, which is convenient to their place of work and represents an opportunity for capital growth. This market will seek one bedroom and two bedroom apartments and will be keen to ensure they achieve value for money from their purchase. Layouts and specification will be key factors for this market. Most first-time buyers will not have children and are likely to rent a room 'to a sharer' if purchasing a two-bedroom home. En-suite bathrooms are important for this market. Convenience to shops and other amenities such as good quality restaurants and bars are also attractive;

- Young couples seeking a well located home. This market is likely to seek a larger two and three bedroom home. They may have one child or intend on starting a family and will therefore be attracted by good living space, good schools, security, safety and amenities such as open space/parkland. Convenience to shops and other amenities such as good quality restaurants and bars will also be attractive to this market;
- Down-traders – the convenience to central London and Zone 3 location will provide an attractive destination for purchasers in central and north London who have sold the family home once their children have moved away. Typically, these purchasers will be looking for a London residence with a strong management regime and safe environment;
- Families – given the trend witnessed in demographic information showing families moving to the Northumberland Park and Wood Green areas, it is possible that with the inclusion of three and four bedroom homes, extensive green public realm, and excellent transport infrastructure, the HDV will attract families to live within the regeneration area;
- Young professionals seeking a location within easy reach of Kings Cross and the West End. Good transportation links will appeal to this type of purchaser who is seeking a location close to the city. Pied-a-terre purchasers will seek compact size units, which are secure and well managed; and
- Investors seeking to capitalise on the location's growth potential. This market will seek studios, one bedroom and two bedroom units, which represent the most popular rental offer. Investors are likely to be highly active given the likely capital appreciation in the Tottenham area as a result of the regeneration. If purchasing a two bedroom apartment, investors will seek an en-suite facility to widen the target rental market.

Market trends will also continue to evolve over time. HDV's approach to design and place making will therefore need to be agile, flexible and responsive to market demand during the programme.

5.3.2 Establishing a Strong Identity

[Redacted material]

5.3.3 Impact of Place Outcomes on Sales Approach

The strategy for achieving the sales objectives has influenced the mix of residential types and the design of the accommodation to create desirable assets. Better sales values and volumes will be achieved through the early creation of place and tangible deliverables, including meanwhile uses and the implementation of a quality public realm.

A key feature of the proposed strategy is to minimise oversupply risk, and manage value retention through the provision of a variety of residential types, and by retaining a number of properties longer-term through PRS investment. The sales strategy will set out to deliver a mix of housing tenures at any one time, targeting different affordability levels, whilst optimising value and de-risking the project in line with the financial plan.

This approach, coupled with the strong brand identity developed for the HDV will serve as a definitive signal to purchasers that a transformation of the borough is taking place. It will inspire confidence and assisted by strong branding and marketing of the vision, will enable an up lift in values beyond what could ordinarily be achieved by residential development in isolation.

Refer to the HDV Delivery Business Plan for further detail on the sales and marketing approach.

5.4 Affordable Housing

HDV presents an opportunity to deliver on Haringey's ambitions for new housing delivery, diversifying tenures and increasing choice of housing types and levels of affordability.

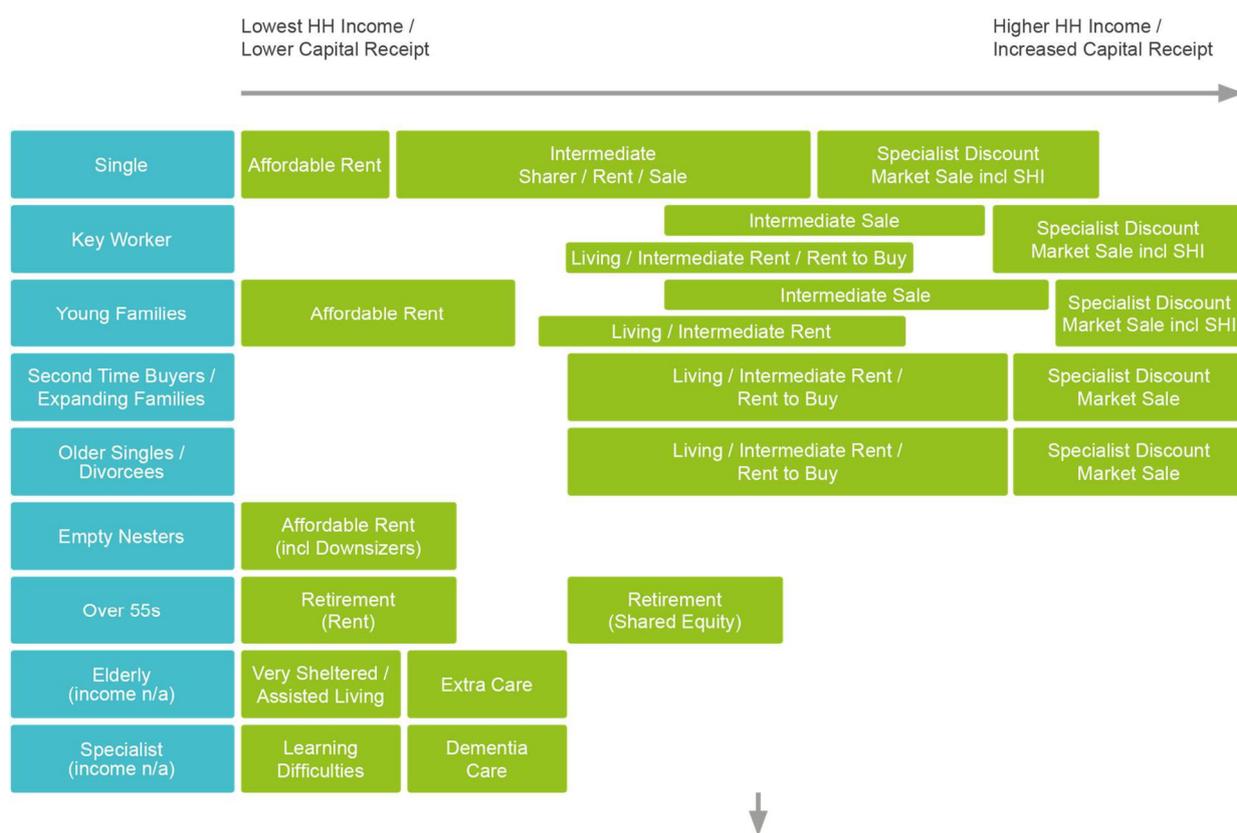
5.4.1 Diversity in Affordable Housing Tenures and Mix

A balanced housing offer with a mix of affordable tenures is central to:

- The successful delivery of HDV objectives and outcomes;
- Creating opportunities to deliver wider regeneration benefits; and
- Addressing localised issues and complementing social and economic initiatives.

Our proposals put the community at the heart of the regeneration by providing high levels of affordable housing, (an overall net increase to affordable housing numbers across the portfolio), and a commitment to the Council's right to return policy to rehouse residents on site.

The housing mix currently proposed includes homes to rent and buy at a range of affordability and in response to the borough's needs, links with wider regeneration initiatives such as training and employment. The HDV will deliver a diverse mix of affordable rental and ownership tenure homes that will support a diverse and integrated sustainable community of Londoners of every income level.



Select a viable mix of tenures that respond to needs and priorities whilst contributing to mixed and balanced communities providing diversity and choice for all.

Figure 5-7 Example of potential housing options that could be considered to attract all household types and income levels – this is indicative only

The key affordable housing opportunities include:

- Affordable homes** - the Council is keen to take an active role in housing delivery and recognises the opportunities for long-term financial benefits. Different solutions will be appropriate for different sites, our approach will be to model the financial impacts of retaining and holding stock in the HDV, alongside a more traditional disposal to a Registered Provider (Housing Association) or a hybrid of the two;
- Temporary accommodation** - the HDV is in a unique position to alleviate the pressure on temporary accommodation, through the use of modular housing, hidden homes and empty regeneration properties. This will provide significant cost savings to the Council, and reduce the number of households in unsatisfactory temporary accommodation. This will be explored during the course of the delivery program;
- Intermediate homes** - both the Council and GLA support products that are suited to local working people on low on medium incomes. Council policy indicates the potential for up to 60% of affordable homes in Tottenham comprising intermediate tenures. The delivery of both intermediate home ownership and intermediate rent products, will enable a long-term revenue stream and, given the place making

benefits achieved by the scheme, an appreciating asset. There is potential for varying affordability not only on initial lettings but in the future to reflect financial performance of the HDV. Higher affordability will enable a higher capital value to be realised;

- **Innovative affordable housing tenure options** - will be investigated including Starter homes, Living Rent and housing for Key Workers;
- **Ageing population** - Haringey has a shortage of good quality accommodation for older people and an increasing demand. The Council is undertaking a review of aged housing needs, we suggest a review of rented, intermediate and private sector offerings in this respect. As well as being potentially very viable, such products may fit well within certain locations where a greater proportion of older people may be more suited. The HDV could improve the specialist housing offer by intensifying existing low density development; providing extra care housing that enables older people to remain independent for longer; and
- **Private Rented Sector** - the Council is exploring ways to attract high quality, professionally managed Private Rented Sector development in its borough. This potentially offers an opportunity for a long-term appreciating asset that the partners may be interested in holding, and can also support early place making by quickly bringing economically active younger people to the site. National planning and RICS guidance makes clear that such homes should be valued as a long-term investment and that, where this valuation differs from that of private sale, this should be accounted for in viability calculations. As noted above, a PRS intermediate product with a discount to market rents may be attractive and would add to the scale of the portfolio, diluting operating costs.

5.4.2 Benefits of a 'Borough-wide' Approach to Housing Delivery

Across the HDV portfolio, a mix of tenures will be brought forward that respond specifically to local needs.

A key benefit of working strategically at scale across the portfolio, is the ability to integrate 're-provision affordable homes' from the existing Northumberland Park estate within Cranwood, Wood Green and the redevelopment of Northumberland Park itself.

This will enable speed of rehousing, minimising disruption and uncertainty for existing residents and will be a positive borough-wide response to localised issues and will create opportunities for a greater diversity of tenures.

A 'one size fits all' approach to housing delivery will not address the underlying issues and disparities between the sites, nor will it best respond to the underlying objectives of the HDV.

Central to this approach is to move away from focusing on categorisation of 'affordable' and 'private' tenures and instead to focus on providing homes to 'buy' and 'rent' for a range of income levels. The right split between renting and buying creates the foundations of a housing offer that provides choice, diversity and is inclusive from the outset. New homes will be provided at a range of affordability, accessible to a wide range of existing and new households. This approach is complementary to the wider regeneration objectives of the

HDV, whilst also offering an opportunity for the Council to take a long-term stake, with potential for long-term returns.

5.4.3 Homes to Rent

Mixed communities are more sustainable in terms of their impact on services and amenities, and allow for natural shifts in family size and the economic advancement of individuals. This provides flexibility and means a mix of housing typologies can offer a range of opportunities to residents, allowing people to access housing suited to their needs and aspirations at different points in life, including accessible opportunities for affordable home rental and other intermediate housing options. Enabling a range of rents in the housing offer, from affordable rent to market rent, brings significant benefits to local residents and communities including:

- Local homes for local people;
- Minimum cost of entry, for example deposit requirements, compared to buying a home;
- Extends choice;
- Ensures quality and professionalism within the rental sector– the most affordable private rental homes historically have not always been good quality and well managed, meaning that they are viewed as a temporary housing solution;
- Opportunity to offer tenancy terms which give tenants security, for example longer leases are important to families with children in local schools; and
- Links to wider initiatives such as rent to save and rent to buy, offering occupiers of rental homes the opportunity to realise their longer-term aspirations to become home owners within their existing community.

5.4.4 Homes to Buy

The sale element of the affordable housing offer will present opportunities for a wide range of homes for sale, not only traditional shared ownership homes, but could also include shared equity, Starter Homes, deposit assistance, Help to Buy and rental homes through rent to save and rent to buy. The HDV will identify appropriate innovative approaches proven to be meaningful locally, which will add to diversity and choice.

The HDV will explore the potential to enhance affordability of market housing in a financially neutral way. For example, if the Starter Homes initiative is to progress, there may be opportunities to receive money from boroughs where starter homes do not work, due to high sales values. This could be used as a deposit assistance style scheme against market homes. This would offer the benefit of pre-sales to Londoners, improving diversity, choice and pricing of homes locally, and support the delivery of HDV's targeted 40% affordable housing across the portfolio.

[Redacted material]

The approach is one which is intended to provide the foundations for the growth of sustainable communities. It is important to note that the proposed housing mix seeks to help address the current imbalance between the east and west of the borough and provides no

net loss to affordable housing; the position actually increases by circa 1,000 homes above the current baseline position - see below.

[Redacted Material]

The HDV will work with the Council and Homes for Haringey to explore the potential to use Local Lettings Plans as a means for prioritising occupiers coming from the existing local community, taking up new opportunities and households in temporary accommodation to enable them to move to permanent homes.

5.4.5 Temporary Accommodation

The integrated approach of the HDV presents opportunities to reduce the dependence on temporary accommodation and for innovation in its provision. Against a backdrop of reduced council stock due to Right to Buy, rising homelessness, increasing private rents and changes to the housing benefit cap, have made inner London unaffordable and put pressure on outer London boroughs. As demand rises, private landlords are charging more to house people in need. Without enough long-lease properties available to the local Council to house homeless families, it has to enter nightly-paid accommodation agreements with agencies and private landlords.

There are a number of opportunities to reduce the Council's dependence on poor quality temporary accommodation and prevent homelessness. These approaches will reduce the cost of temporary accommodation to the Council (currently £7.7m annually) as well as significantly improve the quality of life of those individuals and families in need. Options have been explored that could be developed for further consideration by the HDV, working with the Council and Homes for Haringey:

- Utilisation of the properties that the HDV purchases through any early land assembly purchases, which are likely to be ready to occupy immediately;
- Utilisation of existing office and retail accommodation that is vacated as part of land assembly strategy. This could be converted on a temporary basis and it may be practical to apply pop-up accommodation methodologies inside these buildings;
- Utilising existing hotel type accommodation by purchasing facilities. Again, this may work as part of land assembly options;
- Renovating existing empty housing to extend its life; and /or
- Use of pop-up accommodation (particularly if there are short-term vacant sites or space available on Category 2 sites pending future regeneration opportunities. This type of accommodation can be recycled and reused (see Y:Cube case study below) and could be available in as little as 12 weeks from placing an order.

YMCA London has developed a new housing solution called Y:Cube, that provides self-contained and affordable starter accommodation for people who are either unable to gain a first step on the housing ladder, require temporary accommodation or pay the costs of private rent. When it comes to housing homeless families in temporary accommodation, the principle of providing "flexible, quick-build" housing - temporary, factory-built units that can be moved between sites - as a "cost-effective alternative" to nightly-paid accommodation

particularly for two and three-bedroom family accommodation. Room sizes tend to be smaller in temporary structures however, and proposed sites will need to have access for large delivery vehicles and be close to local amenities and transport links. Although temporary, the homes will require planning permission.

Often modular units are built offsite and are constructed more quickly than traditional methods. Other benefits of this approach include the ability to change the size or location of units, or even stack them, to meet changing housing needs or site requirements. These units in terms of quality, energy efficiency, speed of delivery and financial savings bear no comparison what used to be considered 'portakabin type' solutions.

Temporary accommodation case study: Y: Cube by YMCA and Rogers Stirk Harbour + Partners



5.4.6 Supporting London-wide Initiatives to Address Temporary Accommodation

In October 2016, the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce) and Policy Lab held a workshop to explore solutions to the number of households that are living in temporary accommodation in London. The HDV will draw on the findings of this initiative and support future research and programmes including:

- Support the Justlife Foundation's work to raise standards in unsupported temporary accommodation;
- Support Shared Lives Plus, which matches householders who require help with those with a housing need. The HDV could utilise technology to connect those in need with housing options within the project; and
- Introduce an HDV Housing Options Manager to the HDV team who can provide specialist, comprehensive advice on a full range of housing options. This could include assessing the opportunity to provide longer security of tenure through private sector lettings for those on the Temporary Accommodation list.

The HDV will look to work with the Council and Homes for Haringey to support the initiatives listed above and can assess ways to bring forward innovation and new capital to supplement the Temporary Housing needs of the borough.

EMPLOYMENT SPACE STRATEGY

HARINGEY EMBODIES THE FUTURE OF LONDON: A BOROUGH EMBRACING GROWTH, AND HARNESSING ITS TALENT AND STRENGTHS, TO SECURE A PRODUCTIVE AND CREATIVE ECONOMY IN WHICH ANYONE CAN PARTICIPATE AND BENEFIT

HARINGEY ECONOMIC DEVELOPMENT AND GROWTH STRATEGY

The Council's Economic Development and Growth Strategy sets out the priorities for the provision of more and better workspace that is fit for the operation of different kinds of business, in particular those business sectors which are strong and growing in the borough.

The HDV will deliver a range of employment opportunities to suit business of all sizes, and employees of all skill levels.

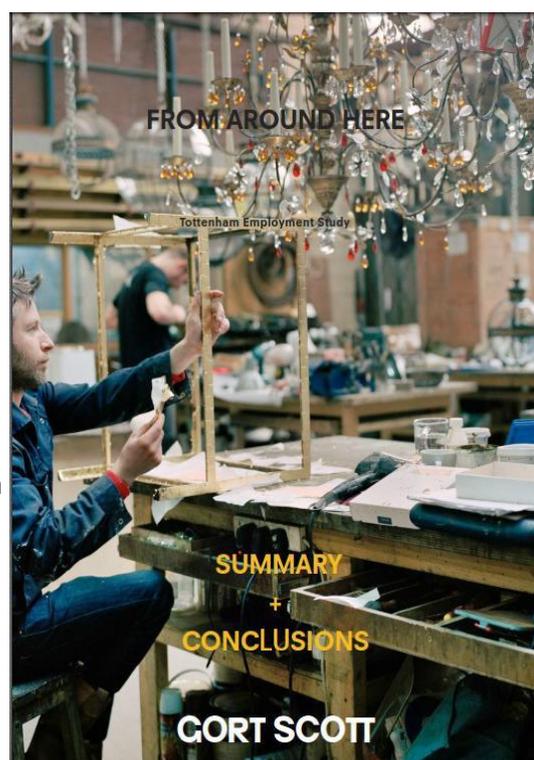
As outlined within the Residential Use Strategy, the over-riding vision is to create a sense of place, that is socially inclusive. Our Employment Space Strategy for the HDV is no different - it will seek to provide a mix of retail, leisure and commercial uses that meet the needs of a wide cross section of occupiers – both large and small, established and new.

5.5 Commercial Use Strategy

Haringey's urban fabric makes it well positioned to compete in the modern economy. It offers one of the greatest mix of cultures in Europe, proximity to some of London's key business centres such as King's Cross and Tech City, and a long legacy of creative and artistic talent.

As part of the wider borough-level transformation, the HDV's delivery of commercial uses will be an important element of a mixed-use, place-changing solution. Of key importance to this is delivering employment space such as commercial uses which contribute to the Council's job creation and wider economic growth objectives.

Haringey's ambition to be at the epicentre of London's small and medium sized 'urban economy' - an innovative economy, and a place where living and working environments combine - will be embraced as a key part of our strategic place making deliverables for the HDV.



To achieve this, the following strategic objectives have been identified:

- The creation of viable, sustainable workspaces within the HDV masterplan solutions, that attract different kinds of businesses of all sizes and provide a range of employment opportunities for people of all skill levels;
- Using the HDV sites and the new Haringey Council office development as a catalyst to create a new office cluster for Wood Green that forms connections to the Cultural Quarter and drives growth and job creation; and
- Supporting the objectives of the Council's pilot Tottenham Creative Enterprise Zone, work in partnership with the London Enterprise Panel, to focus on digital, creative, science and technology job creation.

5.5.1 Training and Employment Opportunities

The commercial portfolio will be a critical component to delivering Haringey's business inward investment, business support and growth in sectors and jobs. The HDV will provide support and resource to attract large, medium size and high growth companies, as well as supporting existing businesses, large and small. This will be achieved through assisting business that have outgrown their current space to move to larger units; redevelop industrial areas to intensify employment space; reposition space to meet the requirements of modern commercial occupiers; encourage the growth of sectors such as food and drink production; and reposition space to provide a range of size and types of space to attract new sectors to Haringey.

Strategy for Training and Employment	Outcomes
Establish BIDs and create support for the initiative.	Increase in employment opportunities associated with improvement to the area. Enhanced neighbourhoods with uplift and improved investor perception.
Zone employment areas to create spaces for art, design and technology businesses.	Creating affordable space and attracting creative enterprises to Haringey, increasing employment, training and entrepreneurship.
Reconfigure and brand industrial estates/areas to attract modern working methods, attract higher quality occupiers and encourage the creative and innovative industries.	Industrial areas currently employing low numbers of people will be progressively reconfigured to employ multiple businesses, providing space to facilitate start-up businesses that are affordable and configured for collaborative working.

Adopt a lettings strategy which favours tenants that employ more people.	Intensifying employment space by favouring businesses that employ more people. Particularly sites which currently have low activity and predominantly used for storage.
Explore the potential to use the Council's expanded rates retention powers to concentrate funds and maximise regeneration benefits and investor profile.	Reinvest in employment zones for the reconfiguration of industrial units for co-working that might otherwise be unviable. Assist with set up costs for new businesses who might otherwise be unable to afford fit-out costs, large deposits etc.
Use the portfolio to house some of the retailers or offices from Wood Green and Northumberland Park.	Providing a temporary or new permanent unit for businesses that could be impacted by the redevelopment of Category 1 sites will ensure businesses are not lost from Haringey. The relocation could be supplemented with training and business support to grow.

Given Haringey is a highly diverse community polarised in terms of skills and income levels and local job opportunities are currently limited, the dual challenge is to therefore both grow Haringey's own business base and ensure Haringey residents are equipped to take advantage of the wider employment offer. Please refer to the HDV Social and Economic Strategy for our approach to supporting this agenda through specific 'up-skilling' and training programmes.

5.5.2 Market Commentary

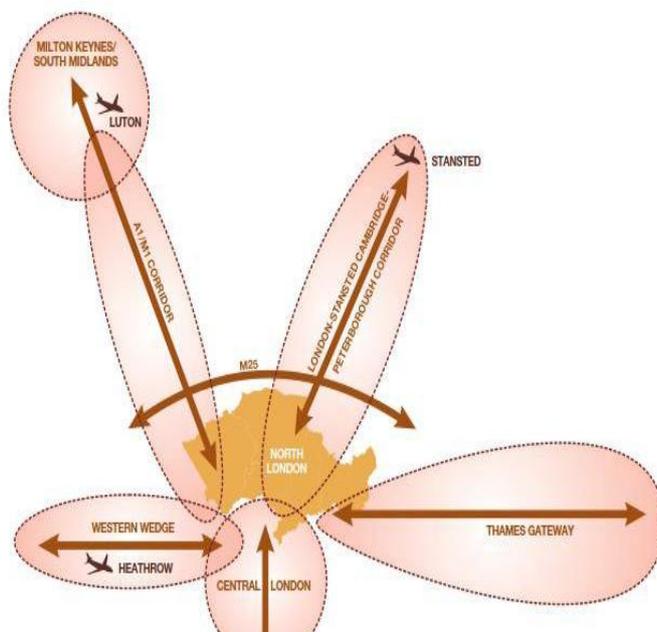


Figure 6-1 North Londongrowthcorridor. Source: LocalPlan

Haringey's location at the northern gateway to central London offers commercial occupiers the combination of accessibility and affordable space, and residents benefit of easy access to central London or the Stanstead-Cambridge corridor for wider employment opportunities. Forthcoming improvements to the West Anglia line and the arrival of Crossrail 2 (which will have up to five stations in the borough) will only enhance this opportunity at a time when inner London's businesses are diversifying and expanding at their fastest rate for some time.

The combination of Haringey's historic urban buildings, future development opportunities and strong transport connections means that the HDV can create the environment contemporary businesses prefer: a mix of adapted and

purpose built facilities – including dedicated incubator spaces – stitched into a dense and diverse urban fabric.

Technology will play an increasing role in helping firms maintain their competitive edge and create new business opportunities. By up-skilling the workforce and providing appropriate infrastructure and premises, Haringey will attract more firms in this growing sector. This as an opportunity for not only business growth but for jobs, skills and training in technology and science given the borough's location within easy reach of the London-Stanstead-Cambridge corridor. Alternatively, the demand for more affordable creative and production space in London given the affordability pressures in neighbouring areas such as Camden, Hackney and Wood Green provides an opportunity to deliver flexible spaces that suit these creative uses, with direct links to Covent Garden and Theatreland.

5.5.3 The creation of Viable, Sustainable Employment Space at Haringey

The continued tightening of availability in the fringe of central London, together with the comprehensive regeneration opportunity as proposed within our Business Plans, will increase the ability to attract a variety of quality office occupiers. The creation of a truly mixed-use environment and quality office space such as that proposed, along with the Piccadilly Line upgrade and potential for Crossrail 2, will be key to achieving a change in attitude from commercial occupiers.

Lendlease's experience at International Quarter London(IQL) in Stratford has proven that with a quality product offer, excellent amenity and strong transport links, large-scale tenants who are looking for well-priced, quality commercial product are open to relocation. The HDV will use this learning to inform product offering and commercial strategy.

A number of themes can be drawn from our market research³ which points to a number of key drivers for workspace growth in the borough. These are:

- **Market being 'squeezed outwards'**: with increasing development pressure on Haringey's neighbouring inner London boroughs like Camden, Islington and Hackney, a reliable/ direct connectivity to Haringey could draw more business activity given its amenities and lower values. The strategic positioning of Haringey can be a major driver for attracting new investment and workspace opportunities in the borough;
- **Cost Sensitivity**: Haringey has competitive land values compared to its neighbouring workspace hotspots that can encourage and draw businesses to its more affordable offer;
- **Sector Specific**: it is equally important for Haringey that its workspaces match the market opportunity, which in turn is driven by character of an area, its economic assets and its connections. The workspace provision must have a strong correlation to the industry and sectors that it is catering for; and
- **Relates to 'place'**: workspaces are integrated into their surroundings, therefore scale and character of a place influences its success. Most successful workspace locations in London are the ones that integrate not only in terms of their physical offer

but also by how they complement their wider economy through its service offerings. Workspaces should therefore align with Haringey's wider context.

Having considered the office market in north London, there is scope to incorporate commercial uses as part of a mixed-use offer. The HDV strategy will focus on satisfying the existing demand for workspace from small and medium sized enterprise and providing larger-scale commercial space where viable and appropriate. Gains to viability to be achieved in the longer term, most notably due to the proposed Crossrail 2 connection.

5.5.4 Create New Office Clusters that Drive Growth and Job Creation

[Redacted Material] Research indicates that Wood Green and Northumberland Park are not currently considered a desirable office destination with a distinct lack of transactional activity when compared to active sub-markets including Islington and Hackney. The historic trend of relatively few larger office occupiers in Haringey is predominantly due to inferior transport links compared to some other Greater London locations. This trend is now changing with occupiers becoming increasingly mobile due to technology advances and are looking for 'non-core', more affordable locations. A new Council office in the heart of Wood Green will inspire confidence in the area and provide a catalyst for a commercial hub to evolve, further supported by the potential of Crossrail 2.

There are a broad potential range of workspace typologies that could be brought forward within Haringey. The type of provision that is most appropriate in each location will depend on a number of factors, principal amongst these are those related to the economic and institutional landscape, the 'eco-system' in place (or that can be delivered) to support activity, the nature of the built stock and the relationship of each potential site to transport infrastructure (and the onward connections that infrastructure provides).

The success of The Chocolate Factory and Green Rooms illustrates the demand for flexible affordable workspace and residence accommodation from the artists, film and multi-media sectors. Building 1 and Building 2 within The Chocolate Factory totals 186,000 sqft and provides workspace for approximately 500 people including 200 artists. By targeting the arts and innovation sector, Wood Green will be able to build on its reputation as a new cluster destination for the creative industry.

Understanding the relationship between these location factors and the workspace types can, in combination, provide the basis for identification of where specific typologies could be successfully delivered within the HDV masterplan solutions.

5.5.5 Approach to Commercial Building Design

The HDV commercial product will accommodate ways in which a tenant can integrate, collaborate and socialise within a floor or on multiple linked floors - a truly agile workplace offering. Sustainable design, engineered structural grids, cores, floorplate dimensions, façade options and building services are all efficiently planned for optimum cost and user

benefit. A smart building overlay ensures that the building space will function to the highest technological tenant demands.

Through large floorplates to suit agile working and interconnecting stairwells to promote tenant movement and health, together with 100% fresh air with maximum daylight to support employee wellbeing, HDV will bring an exciting new office offering to the Haringey market.

[Redacted material]

5.6 Retail, Catering and Leisure Use Strategy

A critically important aspect of creating places where people want to live is to maintain and nurture the vitality of town centres and neighbourhood retail areas. The over-riding vision for the retail, catering and leisure element of the project is to create a sense of place which is socially inclusive and provides a series of focal points for key areas of the masterplan. These focal points will provide amenity to local residents at Northumberland Park, and will attract consumers to Wood Green from Haringey and beyond.

The creation of a balanced and coordinated retail environment, encompassing both the new and existing retail offer, will create an environment which should allow:

- Long-term stewardship to be put in place;
- Improved quality of the place making offer and amenity to residents;
- Attract inward investment and employment creation; and
- Maintaining and enhancing value through retained and increased consumer spending.

In developing these principles into solid real estate-management policies, it is essential to focus on three further areas which in practical terms will determine the success of the management strategy implemented:

- Income generation and capital value;
- Investment opportunity, including planning for future investment; and
- Development activity to upgrade property assets and enhance the environment.

The following key objectives have been identified for the HDV retail uses:

- To attract a range of retail occupiers to define the location for Wood Green and Northumberland Park in terms of retail 'pitch' and quality;
- To enhance the existing retail offer by promoting, managing and integrating the environment;
- To enhance social and economic objectives of creating job opportunities, whilst providing ongoing education and training for all ages to improve accessibility to employment;
- To celebrate and enhance the cultural diversity of the area; and
- To create a well-managed, attractive and safe environment for all.

Wood Green, Northumberland Park and other Category 2 and 3 sites must deliver a solution that will regenerate the area, incorporate a mix of uses to support growth, significantly boost the local economy and job opportunities, whilst simultaneously preserving the vitality and diversity of Haringey for which it is currently celebrated.

5.6.1 Market Commentary

The backdrop for retail is still complex with falling real earnings growth, yet strong consumer confidence. Research suggests that 2016 has been a turning point for retail, with confidence improving and retailers now looking beyond the prime towns, with rising demand for units in the emerging Greater London submarkets where the population is set to grow over the next five years.

The HDV place making solution will offer a variety of retail amenities within Wood Green and Northumberland Park, ensuring that the commercial provisions and housing are attractive to the prospective occupiers. This could include a choice of restaurants, cafés, bars and shops, or a health and fitness club. Demand for leisure has increased significantly over the past 20 years with cinema, bowling, health clubs and nurseries all in demand. The retail and leisure uses need to cater for a number of different groups including residents, office workers as well as visitors. Leisure uses provide activities for communities to enjoy in the evenings and weekends, creating a sense of place and vibrancy for the development as a whole.

The challenge for the HDV is to deliver retail and solutions that range from smaller new local amenity at Northumberland Park that support mixed-use neighbourhood outcomes, to creating a step change in the retail hierarchy at Wood Green. The challenge for Wood Green will be to restore the town centre as a recognised retail and leisure destination that can capture and extend its existing customer base. Key to this vision is the transition between the new developments and the existing High Road retail, where the new schemes will provide the catalyst, stimulating inward investment.

5.6.2 Retail Product Approach

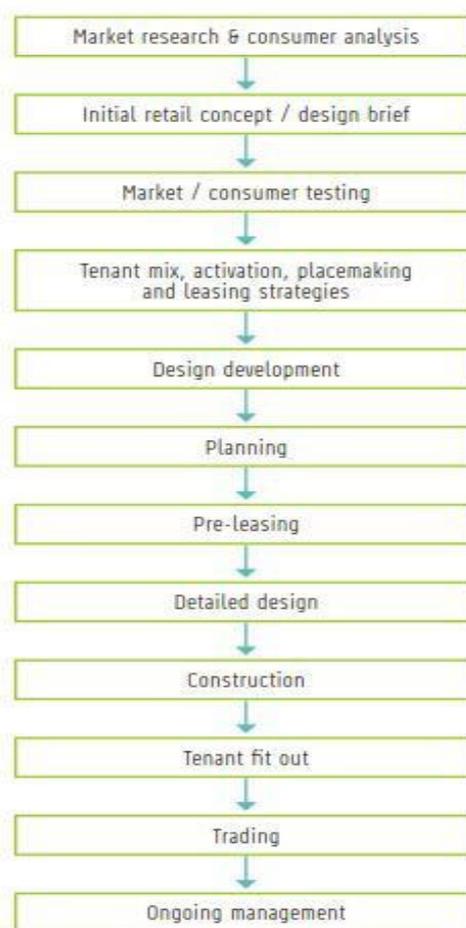
The retail sector is a fast changing one and it is essential that flexibility and adaptability are considered as part of the design process. Additionally, it is important to ensure that ground-floor activation works as part of sometimes significantly larger, multi-occupancy buildings. Therefore, in developing a robust ground-floor activation brief at the concept-design stage (as part of the wider place making strategy), it is important to consider the technical and operational requirements of the building upfront, which could be several years prior to leasing discussions with operators.

This retail strategy is dovetailed with the place making approach. Each project will be resourced with an experienced retail development manager who will be responsible for the delivery of the retail uses and work with the development project management, delivery, marketing and estates teams to ensure that the offer is relevant and set up for long-term success. A retail strategy will cover the stages outlined above and provides greater detail around the requirements of the project design brief and how the retail uses contribute to the character of the place being created, the technical specification and shopfront design, tenant mix and estate-management.

Key retail objectives include:

- Retail uses and design that allow people to inhabit the public realm for different purposes at various times of the day;
- Retail that is a complementary addition to the existing neighbourhood and the retail stakeholders;
- Retail experience that blurs the line between inside and out;
- Retail that embodies a local character while standing up to the best on the wider London stage; and
- Retail that allows for better living and contributes to the wellbeing and mental health of people living, working and visiting the project.

As part of the estate-wide management regime, ongoing leasing and tenant management will be key to ensuring the continuing success of the retail place making offer. This success will be achieved by proactive and experienced estate-management and curation of the retail interfaces which includes and increases the presence of meanwhile uses, activities and events in the public realm.



5.6.2.1 Approach to Defining the Retail Offer

To achieve our objectives of creating a new mixed-use retail and catering offer to support the master-planning exercise, the following steps will be undertaken across all projects:

STAGE 1 – RESEARCH

- Commissioning of detailed market research into the likely catchment behaviours and spending patterns including analysis of demographic and lifestyle trends – leading to an informed identification of the catchment demographic profile and its needs;
- Development of focus groups to further investigate requirements and expectations on issues such as design or tenant mix; and
- Analysis of other potential competing destinations including an analysis of the likely target catchment to maximise the strategy of appeal for the development/s through the adoption of the “ideal tenant mix”.

Having a thorough understanding of the demographic profile will enable a robust and considered leasing strategy to be implemented.

STAGE 2 – PRE-MARKETING

- Detailed development of the tenant mix;
- Development of the marketing strategy, including brand positioning and marketing materials;
- Defining unit income targets whilst considering alternative methods of leasing, to ensure the right mix offer is attracted and secured; and
- Defining the leasing/development/programme to focus on an achievable timeline

STAGE 3 – MAJOR SPACE USERS (IF REQUIRED)

- Identify and approach a number of potential tenants who will set the tone for the remainder of the development. This will be important in Wood Green where early lettings will help establish the tone (both income and occupier).

STAGE 4 – RETAIL USERS – HIGH STREET FASHION RETAILERS

- Target-recognised operators who will act as an influencer to other retailers.

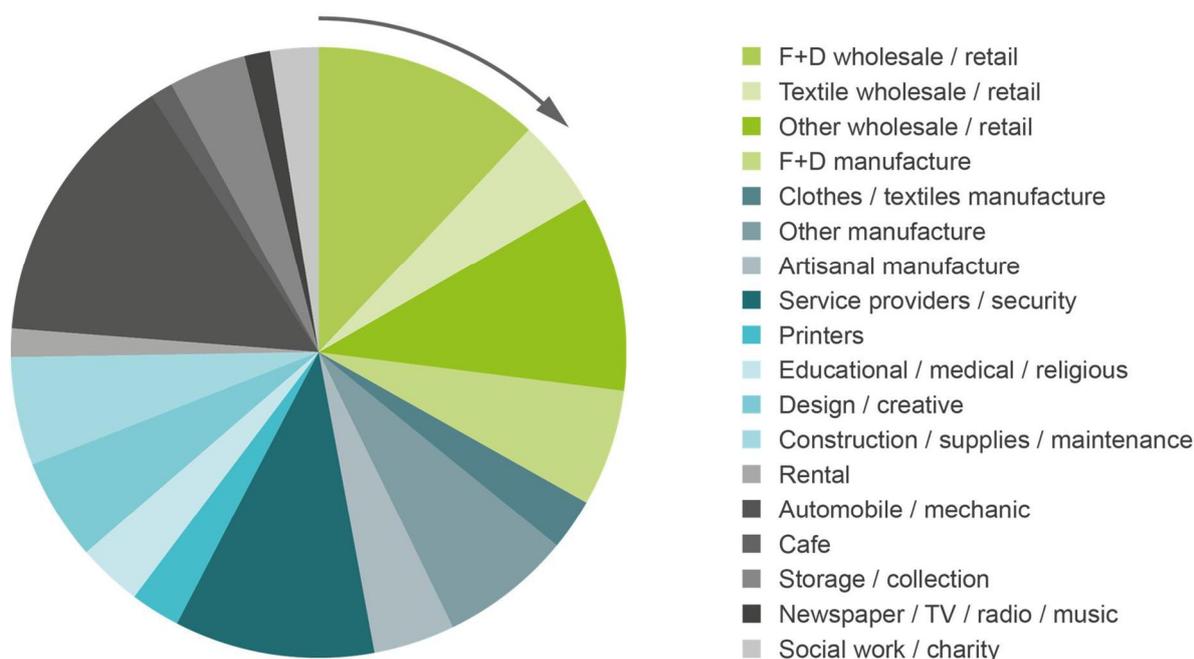
STAGE 5 – EMERGING RETAILERS/CONCESSIONS/FRANCHISES

- Strategy to be developed to highlight the HDV projects as an opportunity within an emerging market where retailers and food and beverage operators can test new brands/products. This can also be coordinated with various meanwhile use and the commercial portfolio initiatives.

We plan to support emerging retailers and local businesses through an affordable rent and business mentoring programme via a meanwhile use facility to be established as part of the HDV’s meanwhile-use programme.

5.7 Industrial

Haringey has a strong tradition of skilled, value-added manufacture, as illustrated in the Gort Scott Study 2013. The industrial land use has a significant historical heritage, particularly in the Upper Lea Valley area of Haringey and is characterised by high occupancy due to high demand and lack of supply. There are many businesses in the area that could be better promoted as “Made in Haringey”, such as fashion and footwear boutiques (including Gina shoes), futons, pianos, hand-crafted furniture and stonework to savoury dips, artisan cheeses, craft bakery goods and craft beer.



Above: Chart showing different types of business, whole survey area

Figure 6-2 Employment Study, Gort Scott 2013

There are also many ‘new’ businesses in the area, having opened in Tottenham in the last⁵ years - Lipstick Boutique dressmakers is one example. The flexibility and relatively low rent appears to have offered opportunities for entrepreneurship and new business start-ups.

Given industrial land is becoming increasingly under pressure in London, the HDV will assess innovative ways to support creative industry and enterprise within the masterplan solution.

Key objectives have been identified at a strategic level:

- Support GLA’s pilot Creative Enterprise Zone, through meanwhile use, affordable retail or commercial uses at Northumberland Park and Wood Green; and
- Create opportunities to support creative uses within the commercial portfolio offer.

5.7.1 Market Commentary

Industry has changed in London in the last 50 years. There are many smaller businesses than there were when these areas of Haringey were initially developed as industrial areas. Previously they were dominated by fewer, larger companies. Now they are occupied generally by a much larger number of smaller companies. Consequently, there is much subdivision of premises, and industrial premises have been adapted. In this regard, premises appear to be very adaptable to different kinds of businesses. A company designing and making architectural metalwork could easily occupy the same type of premises as a waste-recycling company or a handbag manufacturer.

Over the last two years there has been strong demand for industrial space in Haringey and limited supply, leading to a significant rise in industrial-property values. Given the lack of development and new industrial stock it is likely that demand will continue to outstrip supply.

Further information on the industrial market in Haringey is provided in the HDV Commercial Portfolio Investment Business Plan.

This presents both a challenge for both start-up businesses (due to the barriers to entry in terms of increasing cost) and existing businesses (due to the pressures on space requirements), however it also presents an opportunity for the HDV to investigate the changing needs of businesses, and what spaces could be created within the HDV masterplan (i.e. maker spaces and yard space) to support local enterprise.

6 TRANSPORTATION STRATEGY

6.1 Overview

The HDV strategy for reaching agreement with transport undertakers, including TfL (roads, buses, cycling, pedestrians and CRT), LUL and Network Rail on an infrastructure and investment plan for the area is set out below.

The objectives and strategies are to:

- Undertake a thorough analysis of the transport options available;
- Achieve efficient and effective engagement of the transport undertakers and to work with them to develop the most appropriate solution;
- Secure support and approval of the transport strategy from the transport undertakers; and
- Deliver solutions early and as part of a planned programme of work.

6.2 Analysis of the Transport Options Available

Haringey is an area of London that has many transportation options. These represent a great opportunity for the future development, yet pose a number of challenges as outlined below:

- The volume and route of traffic that passes through the borough on a north-south axis on its way to other destinations creates severe pedestrian and cycle-route severance, noise and pollution;
- The railway viaduct of the West Anglia corridor slices through the area creating severance along its route (but also creating adaptable spaces beneath its arches);
- The railway station at Northumberland Park is in a poor state of repair and is underutilised;
- Haringey has a major bus network, however, its effectiveness is compromised by a multitude of bus stops many of which are isolated as a result of the road network;
- The pedestrian and cycle networks are truncated by roads and barriers or are relegated to pavements, which is confusing; and
- Crossrail 2 stations are currently mooted for Wood Green and Northumberland Park, which presents both huge opportunities and challenges given the uncertainty surrounding the project.

Further multi-modal research will review how the transport network operates and modelling can be undertaken to identify how the network might operate in the future.

6.3 Working with Transport Providers

HDV will engage stakeholders at the earliest appropriate opportunity. This engagement will involve a large number of Transport for London (TfL) departments covering provision for pedestrians, cyclists, cars, buses, taxis as well as London Underground Limited (LUL), Network Rail and the rail operators.

Collaborative working will be required to gain agreement from stakeholders, some of which will have competing objectives. This process requires very positive management, and will benefit from workshop sessions in which all parties can gain an understanding of the wider masterplan objectives. In between workshops, smaller meetings with individual stakeholders will progress specific aspects of the scheme design.

The team will work closely with TfL's Urban Design Team to agree key pedestrian desire lines, pedestrian linkages, public realm, location and type of pedestrian crossing facilities and signal timings of pedestrian crossings. First principle modelling of the forecast pedestrian flow, will be undertaken to ensure that the proposed pedestrian network caters for the forecast demand.

Cycling stakeholders such as TfL will be consulted with to agree the most appropriate location of cycle routes, the type of cycle route (i.e. on-road, routes on quieter roads, traffic free), cycle-route facilities such as advance-cycle areas, toucan crossings and signage as well as type and location of cycle parking within the development.

The team will work closely with TfL London Bus Service to agree bus route alignment, bus stop layout and route allocation, access routes to bus stops, passenger-waiting facilities, bus-standing facilities, driver facilities as well as extent and type of bus priority through the network.

The Public Carriage Office (PCO) and TfL will need to be consulted with to agree location and design of taxi ranks and feeders to be provided within the proposals for each scheme. The taxi ranks will need to be located near to the transport nodes and retail development and within clear view of potential customers.

The Urban Traffic Management Control (UTMC) divisions will need to be heavily consulted with from the outset to ensure that any highway scheme design meets their requirements in terms of junction layout, method of control, lane allocation and location and type of pedestrian crossings and access and servicing strategy. The scenarios to be modelled and any assumptions made will need to be agreed with street management.

The transport scheme for the sites will be worked up in detail for all modes, ensuring signal-design standards are met, and that feasibility, utilities diversions, road safety, signing and lining, construction phasing, and traffic management are all addressed. Ultimately, the stakeholders will be looking for confirmation of scheme deliverability.

6.4 A Dynamic Transport Plan

6.4.1 Sustainable Modes of Transport

A key objective of the Council is to promote travel by sustainable modes of transport. This requires a holistic approach to transport and land-use planning to reduce the need to travel by car.

A combination of travel measures aimed at promoting and facilitating the use of alternative modes of transport and reducing the emphasis on car use will be developed through an overarching Travel Plan. It is proposed that the Travel Plan is devised so that it deals with both the implementation phase and longer-term management of the sites.

Our proposal, particularly in relation to Northumberland Park, will include a comprehensive network of cycle routes as part of the green spine that will enable people to travel safely and easily by bike. The network will be continuous and connect to key destinations such as schools, retail, residential and recreational areas. The network will be a mixture of clearly signed on and off-street routes with end-of-trip facilities, such as secure cycle parking provided.

Further detail is included in the Business Plans for each site.

6.4.2 Impact of Investment in Rail-Infrastructure including Crossrail 2

Securing additional rail-infrastructure investment into Haringey is a key focus for HDV.

The Department for Transport (DfT), Greater London Authority (GLA), Transport for London (TfL) and Network Rail (NR) all have planned investments for Haringey and the HDV should be prepared to help influence the timing and format of such initiatives to maximise the benefit of the borough's regeneration.

Large-scale transport initiatives such as Crossrail 2 and the widening of the rail corridor increasing the West Anglia line from two to four tracks, will be catalysts for regeneration and eventual use class and density will be defined by the market conditions and tenants' availability at that time. The investment in new trains and improvement to the signalling on the Piccadilly Line will enhance capacity, along with the already improved Victoria Line service.

These improvements to existing infrastructure and investment in new routes such as Crossrail 2 will improve journey times to Wood Green and Northumberland Park, giving local people access to more jobs and local businesses the ability to attract customers or employees, therefore supporting the long-term economic growth of the area.

The positive influence on travel times from Crossrail 2 is illustrated below.

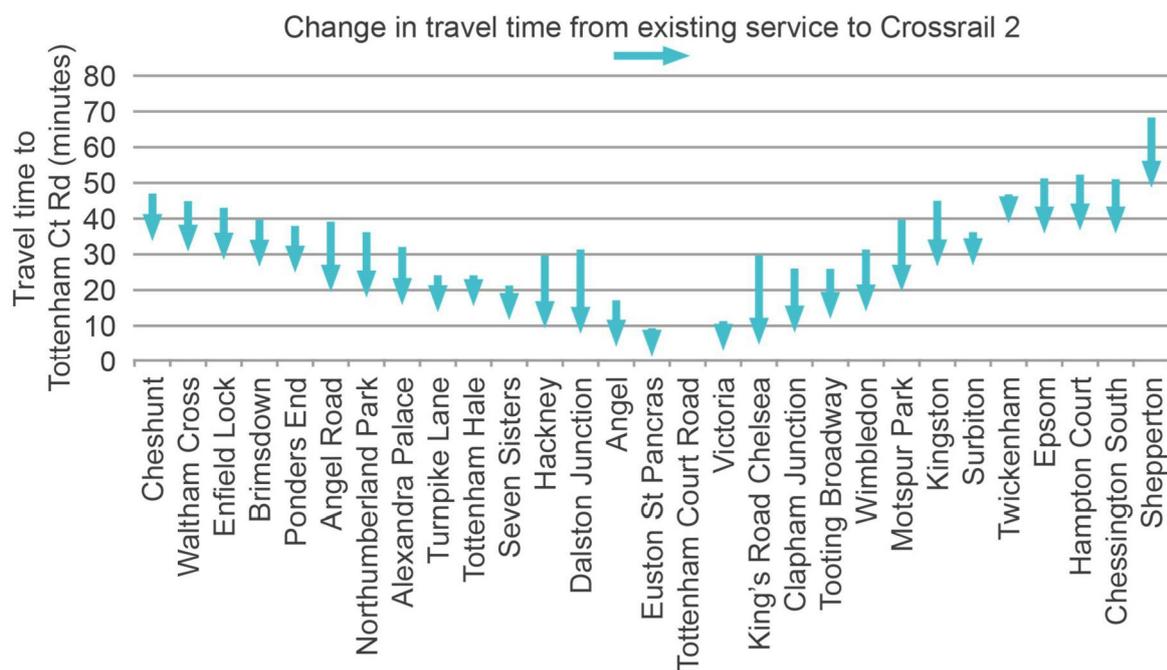
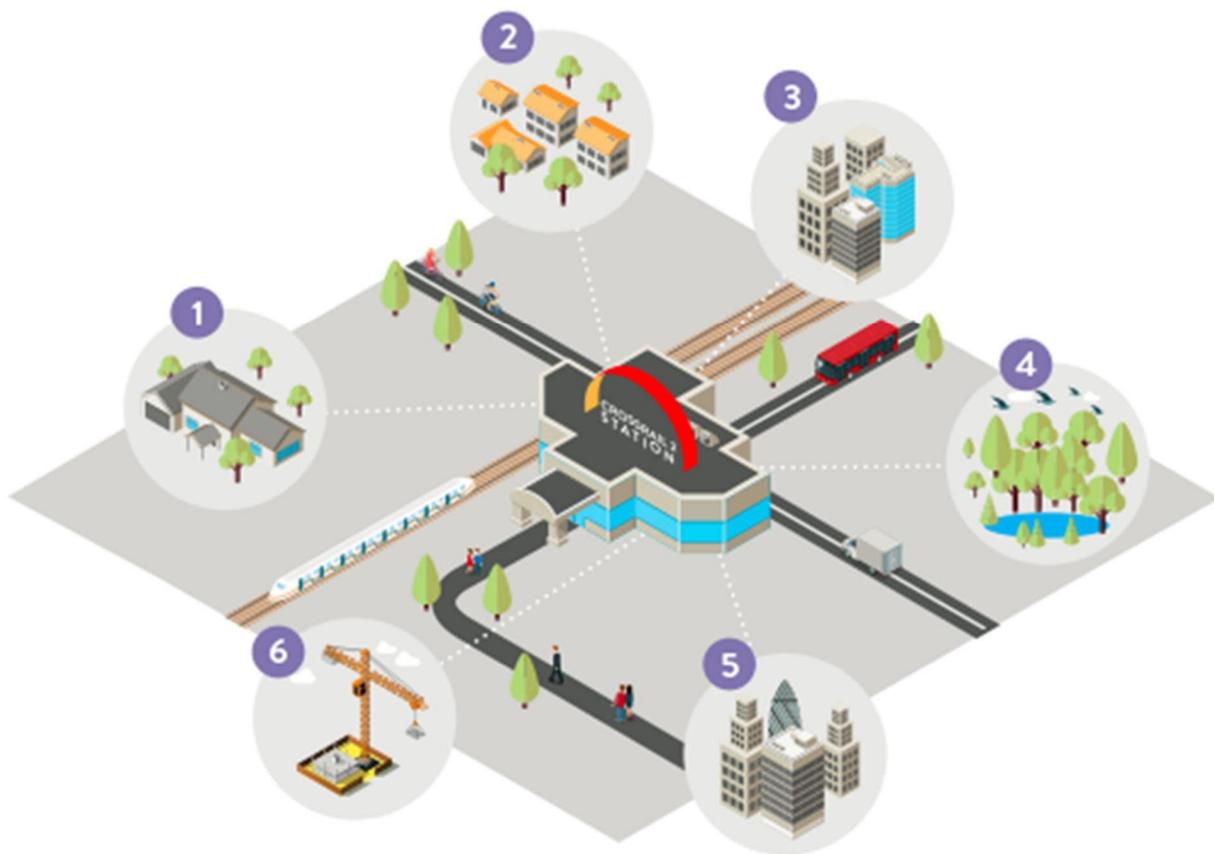


Figure 7-1 Impact of Crossrail 2 on travel time. Source: London First and Savills

The potential impact of Crossrail 2 can be estimated by comparing the impact of the Elizabeth Line (Crossrail 1) on creating new submarkets. [Redacted Material] research indicates that 10 major mixed- use developments totalling approximately 27 million sqft of new development are planned because of the new line scheduled to be fully operational in 2019.

The improved east – west connectivity has resulted in many corporate occupiers reviewing their real estate requirements to benefit from more affordable office space in locations outside of London. For instance Maersk have decided to relocate their 50,000 sq ft HQ from London’s Aldgate to Maidenhead.



Crossrail 2 will improve transport connectivity, accessibility and legibility. This will allow:

1. A widened property market connecting and opening up new areas for growth
2. More development to be viable, overcoming barriers to growth
3. Development could take place at higher densities
4. Proactive public sector interventions, capitalising on benefits and enhancing quality of life
5. Improved employment opportunities as a result of:
 - Larger labour markets
 - Shorter travel times
 - Greater clustering / agglomeration
6. Improved market confidence, creating more attractive conditions for private sector investment

Figure 7-2 A summary of the different ways in which Crossrail 2 could stimulate growth. Source: Crossrail 2 growth commission

7 ESTATE AND NEIGHBOURHOOD MANAGEMENT STRATEGY

7.1 Approach

Estate-management is an essential component of place making outcomes. This HDV estate-management strategy proposes the establishment of a management vehicle that enables residents, businesses and community partners to run the estate themselves, fostering long-term civic pride and community ownership. The core objectives of this approach will ensure the estate:

- Provides a safe, clean, well maintained and tenure-blind environment;
- Promotes a sense of belonging, cohesion and empowerment of its residents;
- Puts partnership with the community at the heart of our operations;
- Forms a fundamental part in place making;
- Is efficient and transparent;
- Accelerates the socio-economic benefits of regeneration with an opportunity for skills, training and employment for the local community within the estate-management operations; and
- Ensure new housing stock delivered by the HDV integrates with Haringey's wider Housing Revenue Account Valuations and residential property services (where required).

There are five key elements to our overarching estate-management philosophy for the HDV that will be embedded throughout the life of the project, across all sites:

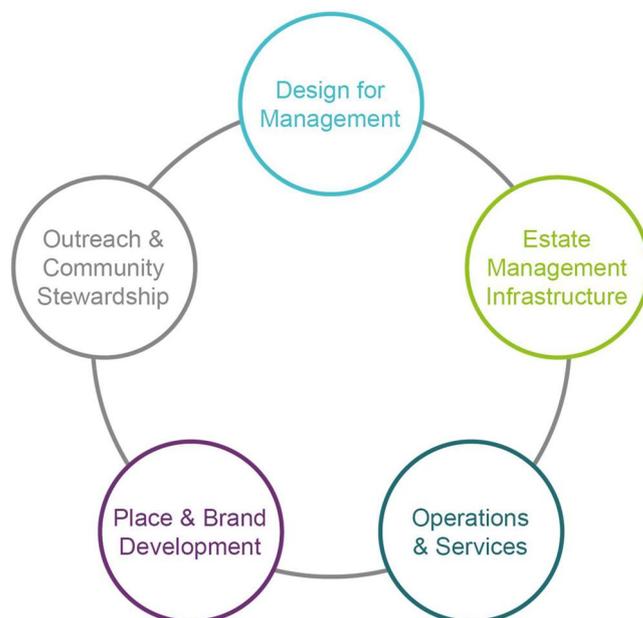


Figure 8-1 The five pillars of estate management

7.1.1 Design for Successful Management

Critical to the successful placemaking is the creation of new, well-managed and accessible public spaces within each of the Category 1 sites that enhance the local environment.

These will include some or all of the following:

- New public squares and pocket parks;
- Unadopted common landscaped areas;
- Unadopted local roads;
- Footpath and cycle routes;
- Meanwhile-use programmes – to activate spaces during the development; and
- Programme.

A pro-active and well-considered estate-management strategy will have a positive impact on the design of these new public spaces and their long-term sustainability. The guiding estate-management principles will be embedded into early design work, ensuring life-cycle costing, affordability and end-use are considered from the outset. This approach with a dedicated estate-management specialist, will capture early, impactful wins. It is our view that success is measured in lifecycle terms, rather than initial capital-cost terms alone.

Integrating estate-management into the design process could include:

- Legible and permeable urban-design principles that create well-lit and active routes that are 'secure by design';
- Spatial planning to allow efficient servicing and waste arrangements;
- The selection of appropriate public-realm materials, which are both robust and appropriate for end uses, and are designed to the Council's adoptable standards; and
- Tenure-blind approach to management outcomes with a key focus on lifecycle costing and affordability of service charges.

7.1.2 Estate-Management Infrastructure

The establishment of an HDV Estate-Management Steering Group will support the long-term strategy and delivery of services, agreeing the HDV approach to estate-management across the portfolio, and standardised approach to the quality of service and level of management expected for each site.

The proposal is that Estate-management Companies (Estate Manco) are then established for each of the Category 1 sites including Northumberland Park, Wood Green and Cranwood. The proposed structure is detailed in the HDV Delivery Business Plan and Development Business Plans. These could be a company limited by guarantee and its members would be representatives from each of the development sites, as well as other key stakeholders such as the HDV partners, the Council and the GLA.

Lendlease takes a long-term view to estate-management and proposes that initially the HDV will remain as a member of each Estate Manco, acting as a guiding hand to ensure that the

estate-management principles inform decisions and allow a smooth transition from delivery to asset management. At an agreed handover date, the HDV would resign its membership and hand over to the wider membership of the Estates Manco Board, being representatives of residents, businesses and other key stakeholders.

Additional detail of how the estate-management Companies are specifically set up for each project is set out in further detail in the Business Plan for Northumberland Park, Wood Green and Cranwood.

7.1.3 Operations and Services

The overarching principle of the HDV Estate-management Steering Group will be to apply a large-scale operation that ensures the same high standards of maintenance and service are implemented across each project. This will be a tenure-blind management approach to the public and private areas on the outside (i.e. visible to the public), irrespective of tenure and scalable services inside.

This approach will optimise value through effective supply-chain partnering at the HDV level, directly employed resource and close liaison with other Council partners and VCSE sectors to support all residents' needs. Careful management and response planning for the different services required for each different site will create the optimal levels of protection Place and Brand Development

Through community engagement, HDV will work with the future residents and visitors of the projects, to understand their view on the character neighbourhoods and develop the detailed design and place making elements of each area accordingly. The community uses will be key to the success of the scheme - this could involve the incorporation of small elements, such as seating, or substantial considerations, like the community owning the design process for key elements of the public realm.

7.1.4 Outreach and Ongoing Community Stewardship

Estate-management works best when local residents and businesses are empowered to make decisions about matters which directly affect them. Our strategy establishes a management vehicle that enables residents, businesses and community partners to run the estate themselves, fostering long-term civic pride and community ownership. As the development progresses, the ongoing community stewardship will be enhanced by the meanwhile uses and community programmes. As the area becomes more established, the curation and ownership of the events and programmes would gradually pass to the community so that they reflect the local needs and aspirations.

7.1.5 Approach to Short and Long-Term Management of Public Realm

Successful estate-management requires a mixture of long-term strategies and short-term 'wins', such as engaging meanwhile uses, temporary parks and an active enlivenment programme to help create momentum and encourage community engagement throughout the project.

While the long-term goal is to handover the management of the new public-realm spaces to residents, in the short term, the estate-management approach will benefit from our ability, as the HDV, to engage contractors. This will ensure continuous maintenance of the high-quality appearance of the public realm and hold contractors accountable to fulfil warranty and post-Practical Completion (PC) obligations.

During these early phases, the HDV will work closely with the Estate Manco to guide the estate-management approach and provide the interface between the completed public realm and areas still in delivery.

In this interface role HDV will:

- Manage overall health and safety across the site;
- Manage the handover of construction areas to the estate, once each part of public realm reaches PC;
- Manage contractors post-PC so that defects are remedied and warranties fulfilled;
- Manage phasing of public realm delivery and ensure accessibility is maintained during construction;
- Wayfinding during construction;
- Manage the preparation of annual estate Business Plan and accounts; and
- Provision of an on-site estate-management office with responsive management staff.

HDV will take a strategic approach to securing long-term revenue for managing the diverse and dynamic occupier mix and for funding of the community assets including the Health and Wellbeing Centre at Northumberland Park.

8 HOUSING MANAGEMENT AND OWNERSHIP STRATEGY

The Housing Strategy identifies the need to improve the quality and management of homes owned by Registered Providers (RPs) and multiple landlords. The HDV presents the opportunity to work with the Council and Homes for Haringey (HfH) to deliver the ambitions of the Housing Strategy through the delivery of high-quality housing and a high-quality, holistic management regime for the properties and the spaces between them.

“WHEN PEOPLE FEEL THEY ‘BELONG’ TO A NEIGHBOURHOOD WHICH IS THEIRS THROUGH THEIR OWN EFFORTS, THEN IT WILL BECOME A PLACE WORTH STRUGGLING TO RETAIN AND DEVELOP. PEOPLE WILL SAFEGUARD WHAT THEY HELPED TO CREATE.”

LORD SCARMAN 1991

8.1 Housing Management

The residents of the HDV’s new homes deserve a high-quality management offer and cost-effective services that result in high levels of resident satisfaction, tenant retention and resale demand. Housing management services must recognise the local diversity of the portfolio, bring specialist skills into service delivery where required and respond flexibly to changing requirements and resident demand.

Given the long-term nature of the HDV and the diversity of tenure types, the decision for the HDV to retain ownership of the social rented tenures or to engage a RP should be made by the HDV Board at the appropriate time in the programme, post outline-planning consent at the earliest, and once the detail of the development opportunity is further refined and financial impacts assessed for each pathway. This will not only ensure a competitive process is undertaken to choose a preferred RP for each site and/or phase, but will retain flexibility for the HDV to respond to market trends and affordable housing policy requirements over time.

This approach allows for the exploration of the role of Homes for Haringey, creating the opportunity to establish a long-term partnership that delivers best-in-class residential management and service continuity for Haringey residents.

Homes for Haringey has established teams that are important to support the HDV regeneration. Their knowledge of the local communities and established relationships will be invaluable to building and maintaining confidence in the regeneration proposals and in Lendlease as an appropriate development partner to the HDV.

Whilst the Council will take the lead on the re-housing activities, HDV will support HfH on the re-housing elements of the vacant possession strategy, including a comprehensive communications plan and Resident Involvement Strategy for tenants and leaseholders directly affected by redevelopment proposals (See Marketing and Communications Plan within the HDV Strategic Business Plan and the Northumberland Park Development Business Plan). HDV would also contribute to HfH’s community and resident engagement strategy, including promoting meanwhile use activities to HfH tenants and leaseholders.

HDV will also look for other potential partners that can help deliver strength in housing management. These may be smaller, bespoke affordable housing providers or private-sector property or tenancy-management organisations that could deliver elements of the service, such as the Private Rental Sector product.

8.1.1 An integrated Approach to Provide Exemplary Customer Service

The proposed centralised management and amenity hub on larger schemes will deliver exemplary customer service and efficient management services at a lower cost, as well as a cross-tenure service model. On smaller schemes a tailored service, designed to meet the needs of residents, will build relationships between the management team and their customers so that the service responds to the resident's aspirations within a clear management framework.

Residents will have key contacts that can assist them with every aspect of their new home, including a local Community Liaison Officer to assist with tenancy management. The local team will take time to recognise and engage with residents to understand their requirements, and will be responsible for the ongoing delivery of the management services. HfH will play an important role in this process.

8.1.2 Securing and Maintaining the Highest Housing Management Standards

The HDV will build on the management service already provided by HfH to tenants and leaseholders, expanding the range of services to other residential and commercial tenures. Specialist social housing managers, such as those experienced in the management of market- rent homes and retirement housing, will also be included in our solution.

The Council's Future of Housing Review report (October 2015) identified the need to widen the involvement of tenants and leaseholders in the design and delivery of housing services, and to continue to improve the quality of service delivery. The engagement of communities is fundamental in our approach to the work of the HDV and we will ensure that residents are fully engaged in monitoring, reviewing and shaping housing services.

HDV will engage with the representatives of the relevant Resident Associations for their input into the design and specification of new homes to be provided for HfH tenants and leaseholders. Where viable, feedback will be incorporated into our property and estate-management proposals. We will update the 2015 performance benchmarking and consider the potential benefit of refreshing the test of tenant and leaseholder opinion. This feedback will support continuous service delivery improvement.

8.1.3 Delivering Continuity of Service for Local Residents

A major function of the Lendlease team as development manager for the HDV will be working with HfH and the Council to support the rehousing plans for tenants and leaseholders. Managing the transition of the existing estate into the new neighbourhoods, the Council will be responsible for carrying out the programme for allocation and lettings of the new homes. This is detailed in the HDV Delivery Business Plan.

Taking a collaborative approach to services will enhance the residents' experience, HfH will provide a one-stop shop for residents as the project progresses. Extending the services provided by HfH will also create opportunities to build community resilience and capacity, whilst supporting the objectives of the HDV and Tottenham People Programme.

8.2 Affordable Housing Ownership Strategy

This proposal pursues a deliberate strategy to be “buyer agnostic” for the affordable housing component of the schemes at this stage. HDV has no existing agreement with any Registered Provider (RP) and no pre-determined affordable housing model that could not be altered as the Business Plan delivery progresses.

For ease of understanding and avoiding complexity based on as yet unknown options, HDV's financial model has been established on the basis of a forward sale of affordable housing to a Registered Provider, or an institutional investor. Pricing has been validated in soft-market testing with a variety of potential external purchasers.

One option consistent with this model is clearly that the HDV as an investor, purchases from HDV as a developer and therefore this structure retains the flexibility for HDV to retain ownership of the affordable component of housing delivery for the longer term if so desired, through a suitable investment vehicle.

This standard modelling assumption retains simplicity and visibility on the development risk and earnings HDV has, and provides potential for upside from further investment earnings. A “buyer agnostic” strategy is pursued at this stage for the following reasons:

- **Good development practice:** for the purposes of scheme design, business planning and for consultation with tenants at the appropriate time.
- **Policy uncertainty:** It would be unwise to fix a position on this as housing policy, including rent policy may vary from time to time changing the most advantageous approach for the HDV, its members and its tenants and customers.
- **Market uncertainty:** The affordable housing market is subject to immense pressure to deliver a greater volume of output, in London particularly, and is therefore likely to see significant policy change in the immediate period. HDV's delivery and management strategy needs to be able to adapt to ensure it optimises the benefits to be gained from this and is not wedded to a delivery and commercial model that will potentially hamper its ability to be flexible and adapt to new initiatives and funding structures designed to support the delivery of large-scale affordable housing.
- **Value optimisation:** Affordable housing assets are desirable to a variety of organisations including RPs and long-term income investors such as pension funds. To maximise value, it is proposed that the greatest degree of certainty is achieved on the exact nature and timing of the affordable assets, and then a long-term ownership and management model is agreed, as this will maximise value for HDV.
- **Innovation support:** Provision of affordable housing is an area where HDV can potentially demonstrate significant innovation, particularly using ideas from the “menu of options” included in this Business Plan, and opportunities that may arise from future policy changes.

On commencement of each phase / plot the HDV will decide the most appropriate affordable housing sale or hold option to proceed with, whilst still achieving the viability criteria required to commence each phase / plot. Options may include for the housing to be held in HDV or its subsidiaries.

8.2.1 Affordable Ownership and Funding Selection Process

HDV will have the following list of options to consider, each will have different capital requirements or viability impacts to consider:

- Sell to a RP (competitive process to selective appropriate provider);
- Transfer to Council ownership (grant or Council funding or via Council JV returns);
- Joint ownership HDV and an RP (HDV as a part funder / investor);
- Joint ownership Council and RP (Council as a part funder / investor via JV returns); and
- HDV set up RP and retain ownership.

The process HDV will follow to understand the optimal solution for the affordable component of a given phase will be as follows:



Figure 9-1 The process to procure a RP is set out in the HDV Delivery Business Plan.

9 SOCIAL AND INFRASTRUCTURE STRATEGY

9.1 Key Objectives:

HDV's key objective is to deliver a mix of social and physical infrastructure that contributes to quality of life and will:

- Bring better prospects through improved education and training facilities;
- Enable healthy lives through improved health and wellbeing provision;
- Establish community pride through improved community focus and identity;
- Encourage opportunities for community interaction, engagement and capacity building; and
- Establishment of the HDV Social Impact Vehicle (further detail outlined in the Social and Economic Strategy in the HDV Strategic Business Plan).

9.2 Social Infrastructure

As set out in the Social Infrastructure Supplementary Planning Guidance for the London Plan, "the benefits of growth must serve a broader objective of improving Londoners' quality of life". Social infrastructure, such as schools, GP surgeries, community venues, green spaces, recreation and sports facilities, are an essential resource but is also part of our sense of place and a part of our identity.

This will be a critical part of our approach to the master-planning and placemaking outcomes for the HDV sites. We must understand the quantity and types of social infrastructure needed to support growth and the provision of these social services and facilities will need to be well-phased and located to meet identified need.

A key way of achieving this is through co-location of social infrastructure facilities with each other and with housing development so that we can help to meet both housing and social infrastructure needs at the same time. The physical infrastructure including public realm which fosters community interaction and social cohesion, establishes an important canvas for which the community assets are established, to ensure a coordinated approach to the delivery of the physical infrastructure and the social services. This is therefore a key opportunity for the HDV place making outcomes given the scale of transformational change and development.

9.2.1 Asset Audit Approach

To understand the existing depth and breadth of amenity in a catchment area, HDV will undertake an audit of social services and assets in the local area for each development site. All project teams will consistently follow an audit process as per Figure 10.1 below.



Figure 10-1 Community Asset Audit Process

An example audit has been undertaken for Northumberland Park. Through this audit, we have been able to identify local services and facilities that are currently lacking in the local community (such as medical and health facilities) and have incorporated them into our indicative masterplan proposition.

9.3 Physical Infrastructure

Integration of placemaking through all aspects of the development is key to successful delivery, extending to the coordination of the public realm and utilities infrastructure. The proposal is to create a public-realm and infrastructure masterplan early in the life of each project, which includes the setting out of strategic infrastructure corridors for utilities, district heating mains etc. This allows the coordination to suit the place making public realm and street furniture, defining utility-free corridors and areas for tree planting and other landscape elements such as water features.

The infrastructure masterplan/s will set out the approach to local infrastructure within the public realm. This not only provides general functionality such as lighting, but also enhanced capability in areas that are defined for specific future uses such as the community assets.

Each of the projects will ensure that the required elements of infrastructure and public realm are delivered on a per project / phase basis so that residents will move into completed phases, not into a construction site.

Both the physical and social infrastructure will need to work in harmony together to deliver the best place making outcomes and wider social and economic benefits - this is explored further in the Social and Economic Strategy.

10 MEANWHILE USE STRATEGY

Meanwhile uses can facilitate the immediate creation of place and provide an opportunity for people from wider areas to observe and participate in the HDV's events, activities and programmes during all stages of the construction programme. Meanwhile uses can provide an opportunity to incubate new businesses and trial innovative ideas, the most successful of which can then evolve into the retail and commercial spaces provided in the development.

PLACE JUST DOESN'T HAPPEN OVERNIGHT. THE AIM OF THE HDV'S MEANWHILE-USE STRATEGY IS TO CREATE THE ANTICIPATION OF WHAT IS TO COME BEFORE, DURING AND AFTER THE CONSTRUCTION PHASE IN ORDER TO LAY DOWN THE ROOTS OF THE HDV REGENERATION AS IT WILL BE FOR YEARS TO COME.

Meanwhile uses, alongside other marketing and communications strategies, is one of the mechanisms through which we will encourage audiences, communities and stakeholders to engage with the place/site, to understand the changes underway and to make the HDV regeneration their own.

10.1 Why Invest in Meanwhile Uses?

- To seed and grow place, the emotional connection people will make with the projects;
- To support key milestones and openings, and start putting the HDV as a place on the map throughout the project lifecycle;
- To engage with our audiences and communities, and invite them to participate in the formation of place and progressively transfer its ownership to them;
- To maintain business continuity for users and local businesses by making the site usable in parts; and
- To trial concepts and relationships, to build partnerships with the operators we want to maintain and strengthen long-lasting connections and to test audiences.

Meanwhile uses generate crucial exposure to the wider community, support local businesses and entrepreneurs and ultimately help attract social and economic-value outcomes early in the delivery programme. They provide a place for social interaction, encouraging the integration of existing and new communities and creating opportunities for partnering with local community groups.

An active meanwhile-use programme forms part of our key deliverables for the HDV, updated annually, based on understanding local need and will experiment with dance, arts, music, digital activities and business mentoring to stimulate wider social engagement and community partnerships.

10.2 HDV Meanwhile Use Principles

BUILDING MOMENTUM

- Everything we do has to be considered in a cumulative process: there are no one-hit wonders or novelty acts;
- We invest in a way that reflects our principles: to start modestly and build up to launch progressively and responsibly;
- Meanwhile uses that can be moved/made permanent; and
- We ensure that site safety is always maintained.

PLACE MARKETING

- Meanwhile uses provide engagement opportunities for marketing and storytelling for communications;
- Promotion of the actions will occur through social media and digital strategies;
- Meanwhile uses are a mode of recruitment and a way to strengthen relationships with existing customers and the community – a way to demonstrate an authentic sense of place. This can be achieved through launch events, information nights and other marketing activities; and
- Data collection will be integrated into key events to grow our subscription base and increase the HDV's visibility in the community.

COMMUNITY CREATION

- The HDV meanwhile uses focus on engaging with the existing and future community, users, patrons and partners. We want to encourage a peer-to-peer dialogue, where the HDV voice can fade away over time;
- We will also focus on creating a place identity through the events and their branding that will be recognisable by direct stakeholders and the wider Haringey community; and
- We intend to leverage existing events that Haringey knows and loves to weave this portion of the city back into the existing city fabric.

These initiatives will help to creating a better-quality living environment for existing and new residents, they will nurture a sense of place, cohesion and identity, building places where residents want to live now as well as in the future.

An active meanwhile use strategy as part of our key deliverables for the HDV, updated annually, based on understanding local need and will experiment with dance, arts, music, digital activities and business mentoring to stimulate wider social engagement.

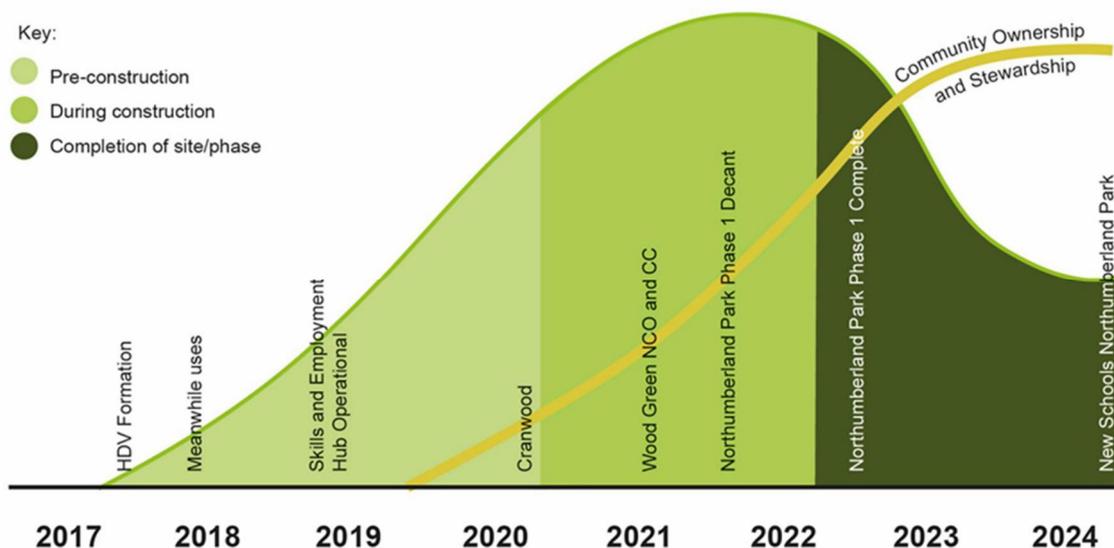


Figure 11-1 Stages of meanwhile use programme

10.3 When Will We Activate?

The needs of the project will vary throughout its lifecycle. HDV want to build a rising crescendo of expectations throughout the project, investing modestly but smartly at the beginning and leveraging momentum in the final stages of delivery.

There are three project phases that meanwhile uses need to respond to:

1. **Pre-Construction:** Communicating key project facts and raising awareness of the HDV brand and experience is key to establishing the projects and their aims with the local community. Where feasible, discrete components of each project can be brought to life on a temporary basis (such as a market or an urban active zone). Meanwhile use programmes will be coordinated with the Commercial Portfolio initiatives during this phase for maximum impact.
2. **During construction:** With a portfolio of sites of various scales, which are only accessible in phases with ongoing construction activity (such as Northumberland Park), the focus will be on encouraging the use of recently completed areas/phases and creating events that the HDV will become recognised for.
3. **Phase or project completion:** Focused on launch activities and permanent installations. This is the opportunity to reconfigure the place layer before its 'ownership' transfers to the community.

Further detail is set out in the HDV Strategic Delivery Plan and with more specific detail in each Development Business Plan.

10.4 Improving Provision: Creating Temporary Accommodation in Meanwhile Uses

As outlined in section 2.1, the HDV will investigate opportunities to incorporate temporary accommodation in the meanwhile use of development sites. This approach will provide accommodation to individuals and families that would otherwise have been housed in expensive, poor quality B&B accommodation.

Where meanwhile work spaces are being created for start-ups, micro-businesses and the arts, the inclusion of temporary accommodation should be considered. This provision will use modular construction methods, utilising pre-fabricated elements to manage costs, reduce waste and minimise disruption on site at town-centre locations. These facilities will be capable of re-location in future meanwhile use locations.

11 SUSTAINABILITY AND ENERGY STRATEGY

11.1 Sustainability Framework and the HDV

In a world of rapid urbanisation, where the built environment contributes approximately 50 per cent of the world's greenhouse gas emissions and consumes around one third of the world's natural resources, sustainable urban regeneration is no longer an option, it is a necessity.

Through the HDV the benefits of sustainable development must extend beyond a reduction in the environmental footprint to deliver place making outcomes that:

- Are more operationally efficient, resulting in lower operating costs for Haringey's residents and businesses through more efficient energy and water consumption, and better strategies for dealing with waste;
- Focus on human health and wellbeing through aspects such as better air quality and connection with nature to enhance productivity; and
- Are designed and built to be more resilient to environmental and socio-economic events such as climate change, to maintain value over the longer term.

[Redacted Material]

HDV will adopt the Lendlease group-wide sustainability framework, which provides discipline and focus, helping to drive improvement in environmental, social and economic performance. The HDV's Sustainability Strategy will be regularly reviewed and presented to the HDV Board. Reporting will be on a timeline to align with the Council's Annual Carbon Report publication.

Bringing together the Council's and Lendlease's sustainability goals, targets and aspirations will give a clear direction and strategy for the lifetime of the HDV and support continuous innovation. Five of these goals relate to social and economic aspirations and are referenced within the HDV Social and Economic Strategy.

[Redacted Material]

11.2 Our Sustainability Approach

11.2.1 Energy

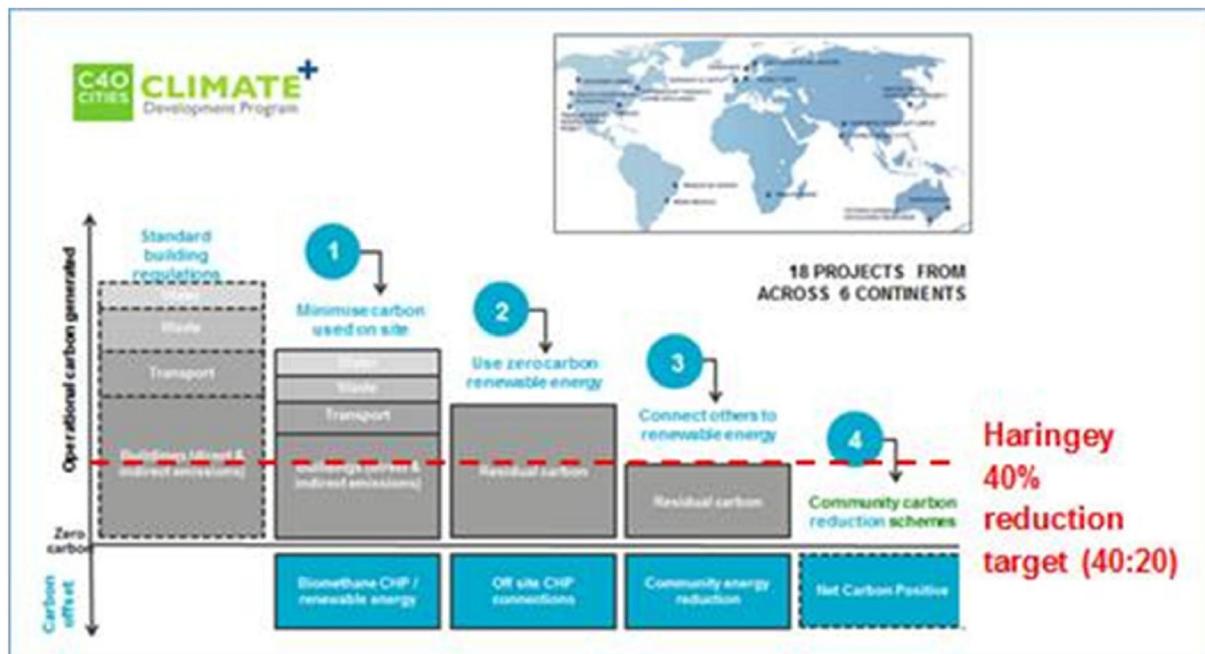


THE HDV WILL...

MEET HARINGEY'S 40:20 TARGETS AND DELIVER ZERO-CARBON DEVELOPMENT BY 2050, MAKING HARINGEY LONDON'S MOST SUSTAINABLE BOROUGH

The HDV will deliver homes to the highest standards of energy efficiency, aiming to deliver carbon positive communities. This will lay the foundations to meeting Haringey's 40:20 target and 2050 target of being a zero-carbon borough. We will deliver 'zero carbon' residential from the outset and target 'zero carbon' for all non-residential development by 2019, in line with Haringey's 'ZeroFifty' target.

HDV will adopt the GLA's energy hierarchy of 'Lean, Clean and Green' in delivery of zero-carbon homes across all HDV sites, focusing on high-performing energy-efficiency measures. The individual site Business Plans detail the energy options for each site. The GLA energy hierarchy encourages schemes to connect to district heating if available, secondly to provide a centralised heat network and finally to future proof for connection to a district heat network. We will connect to existing networks where this is possible and suitable. Similarly, each individual Business Plan details how we intend to review and use innovative and emerging technologies over time.



NORTHUMBERLAND PARK: GLOBAL BEST PRACTICE IN SUSTAINABLE URBAN REGENERATION

WE WILL NOMINATE THE NORTHUMBERLAND PARK REGENERATION FOR THE C40 CITIES CLIMATE POSITIVE DEVELOPMENT PROGRAMME, WHICH HAS EXPERIENCE IN LEADING CLIMATE POSITIVE ROADMAPS IN LONDON, SYDNEY, MELBOURNE AND TOKYO ON OTHER MAJOR URBAN REGENERATION PROJECTS. WE WILL DEVELOP A COMPREHENSIVE CARBON ROADMAP TO DELIVER A CARBON-POSITIVE COMMUNITY ACROSS ENERGY IN USE, WASTE AND TRANSPORT.

Across all schemes, where HDV does not directly control energy provision through an onsite Energy Centre, we will collaborate with the Council and other developers to deliver the lowest carbon solution for district networks where viable. As well as providing clean energy, all of our schemes will determine the suitability of emerging and innovative renewable and green technologies.



Figure 12-2 Haringey Council's Decentralised Energy Network

11.2.1.1 'Offset cash-in-lieu contribution'

Within the individual project Business Plans, a number of energy strategy options are identified to deliver against Haringey's 40:20 and Zero-carbon 2050 goals and homes which are highly energy efficient in line with the 'Be Lean, Be Clean, Be Green' energy hierarchy. Within these options is analysis of how different approaches would impact the amount of funding to be put forward towards the 'offset cash in-lieu contribution' in order to reach the 'zero-carbon' standard for all homes, in line with GLA policy from October 2016. At this time the Council has set a carbon rate at £90/tCO₂ and this will be incorporated into all our assumptions for energy strategies and associated funding where required. If this carbon contribution rate changes, then HDV energy and cost modelling will need to be reviewed with Haringey accordingly subject to viability.

It is proposed that the offset cash-in-lieu contribution is managed by the HDV Board to undertake targeted projects for the HDV and potentially throughout the borough which will reduce the carbon emissions in line with Haringey's 40:20 and Zero-Carbon 2050 goals.

Initiatives proposed include, but are not limited to:

- Upgrading the energy-efficiency performance of targeted units within the Commercial Portfolio to ensure that they are legally compliant with the Minimum Energy Efficiency Standards (MEES) from 2018;
- Upgrading existing homes being retained on HDV sites where possible, such as across Northumberland Park, using measures to make carbon reductions and reduce fuel poverty (e.g. insulation, glazing upgrades or installation of new district network pipework to existing buildings);
- Providing Research and Development seed funding for innovative and emerging technology trials which could be conducted in collaboration with the DEI;
- Improving existing stock within the borough outside of the HDV sites through current Haringey initiatives and vehicles such as the Decent Homes Programme;
- Engaging with other regeneration projects throughout the borough (outside the HDV) to deliver strategic borough-wide improvements;
- Assisting SMEs to bring their technological innovations through the Council's Innovation Hub;
- Funding energy efficiency and carbon reduction knowledge sharing sessions for residents throughout the borough to reduce fuel poverty;
- Reviewing the provision of EV charging points throughout the borough to reduce the carbon emissions of transport as well as improve air quality;
- Incentivise active travel options such as cycling and walking throughout the borough by supporting key initiatives and infrastructure projects; and
- Funding projects to reduce carbon emissions from more indirect sources, such as waste and materials.

11.2.2 Resilience and Adaption



THE HDV WILL...

SUPPORT AND EMPOWER A COMMUNITY TO BE RESILIENT TO FUTURE ENVIRONMENTAL, SOCIAL AND ECONOMIC CHANGES

The communities created and supported throughout the HDV will be made resilient to the impacts of environmental and socio-economic changes over the development lifecycle by minimising risks associated with projected changes in climate. With the likely increase of temperatures and high-rainfall events in the UK, Lendlease will bring our experience of reducing the projected impacts of climate change from our other projects to the HDV.

11.2.2.1 Flooding

All HDV sites will be designed to be resilient to potential flooding from high-rainfall events.

11.2.2.2 Overheating

Thermal modelling to avoid overheating will be utilised in the design stages of all HDV buildings, and mitigation measures adopted.

11.2.2.3 Adaptability and Accessibility

As a baseline, we will deliver all of homes to Lifetime Homes standards, which ensures key requirements are met in terms of adaptability and accessibility. Lendlease has developed a new internal design guide called 'Design for Dignity' which outlines key best practices to ensure that urban districts can be truly accessible and welcoming to all people. We propose following these principles to inform the design across all sites within the HDV.

11.2.3 Water



HDV WILL...

TREAT WATER AS A PRECIOUS RESOURCE, REDUCING USAGE AND INCREASING RECYCLING

Across the HDV sites, sensible water management will reduce usage, and enable recycling and reuse where possible. Internally, this means designing homes to be extremely water-efficient and exploring ways of reusing both rainwater and greywater to further reduce the demand on potable resources.

11.2.3.1 External Water Use

Externally, we will slow down the movement of rainfall landing across sites through green infrastructure and use it for external uses prior to it percolating into the surrounding environment and infrastructure. We will also explore the potential to use water within the

public realm as a way of improving communal space from an aesthetic and health perspective

If possible given site and design constraints, we will review the potential to utilise site attenuation tanks for rainwater recycling. Where tanks are not required for water attenuation until specific flood events, we will review whether these tanks could operate as a rainwater store as a meanwhile use, providing non-potable water for external landscaping uses. A system could be designed to purge stored rainwater in the event of an approaching storm, to ensure that attenuation targets were still met, however, the result would be a much more efficient system which would reduce the environmental footprint of the development.

11.2.3.2 Internal Water Use

As standard, Lendlease designs homes to achieve the potable water-efficiency level of 105 litres/person/day, which is 30% more efficient than the London average. Throughout the design process we target further efficiencies in water usage to reduce this level further, effectively trying to replace the potable water demand with that from non-potable sources. Reducing potable water consumption will not only reduce the environmental footprint of the operation of the HDV sites, but will reduce the utility bills for residents. As a way of further reducing potable water demand, we will also investigate the potential to use rain and grey water recycling systems where possible.

11.2.4 Waste



HDV WILL...MINIMISE WASTE IN CONSTRUCTION AND INCREASE RECYCLING ACROSS HARINGEY

Throughout the lifecycle of HDV projects, waste will be minimised and resource efficiency improved. We will aim to increase the level of domestic and non-domestic recycling throughout the borough of Haringey, through HDV activities.

11.2.4.1 Designing Out Waste

Reduction of waste during construction starts by designing out waste, using standardised material measurements where they are available, reducing unnecessary offcuts and inefficient design scenarios. This will be supported by the Lendlease Product Book, our internal BIM tool which captures learning from previous projects in terms of quality, design consistency and standardisation.

In the 'Materials and Supply Chain' section, we propose off-site manufacture and prefabricated materials, which supports a design decision to reduce waste during construction.

11.2.4.2 Demolition and Construction Waste

A high proportion of the demolition material from HDV projects will be reused within construction, for example reuse demolition materials for use in construction.

During construction, site teams will be held to account for their waste production and will be encouraged to minimise this as best possible. Key Performance Indicators (KPIs) for construction teams will ensure that they know their waste targets and are tracking towards achieving them. HDV will target a 98% diversion from landfill rate for all wastes.

11.2.4.3 Operational Waste

In operation, every home will have adequate recycling facilities to increase the level of recycling across Haringey. Internal waste storage areas and education programs will enable residents to simply sort waste, and communal recycling areas will enable refuse collection in line with Haringey's borough-wide collection streams. These areas will be fully accessible to waste collectors and building occupants.

Opportunities for onsite composting will be reviewed, such as caddies in the home for organic waste, as well as external communal composting which can be used within the proposed grow gardens.

11.2.5 Materials and Supply



HDV WILL...

USE HEALTHY, RESPONSIBLY-SOURCED, LOW-CARBON AND INNOVATIVE MATERIALS

Innovative and sustainable materials will reduce the environmental footprint of HDV developments and provide high-quality indoor environments for residents

11.2.5.1 Modern Methods of Construction (MMC)

HDV will explore opportunities for using 'cross laminated timber' (CLT) and other Modern Methods of Construction (MMC) across the HDV sites. Having delivered homes using CLT at both our Elephant & Castle and Cobalt Place developments, Lendlease understands the benefits to the resident, but also to the surrounding area as the construction methodology is much quieter, cleaner and quicker; thus, reducing the impact on the surrounding community. As well as accelerated delivery, CLT has low embodied carbon and delivers greater energy efficiency and indoor air quality, improving residents' quality of life.

One of the major benefits of CLT is that it can be manufactured offsite, reducing localised impacts and ensuring a higher level of detail and quality in construction. The use of prefabricated bathroom pods and consolidated utility cupboards is proposed to speed up construction, and enable efficiencies in construction and reduce wastage.

11.2.5.1 Consolidation of Materials

Within the HDV programme, we will review the efficiency of creating a consolidation centre for materials brought to the development sites throughout the borough. This initiative can be tied in with other existing and planned developments outside of the HDV, if desired and scalable.

A localised consolidation centre would reduce heavy-goods vehicle movements throughout the borough, increasing safety for pedestrians and vulnerable road users such as cyclists, and reduce localised emissions, improving the local air quality and carbon dioxide emissions associated with transport of materials. Electric Vehicles making localised deliveries of materials from the centre, would create opportunities to further reduce localised emissions.

A consolidation centre would also give the HDV the opportunity to ensure that all materials are checked and documented in advance of permanent delivery to site for compliance with appropriate responsible sourcing standards, such as FSC for all timber and 'BES6001 Excellent' which we will target on all major products across HDV projects.

11.2.5.2 Innovative and Healthy Materials

Throughout the period of the HDV we will constantly review the emergence of new, innovative materials which can bring benefits to the projects. These could be materials which are natural, healthier for people, have a high recycled content, locally sourced or low carbon. We will strive to find materials which will improve the sustainability credentials of the HDV and people's health and wellbeing.

11.2.6 Nature



HDV WILL...

INCREASE ECOLOGICAL VALUE AND GREEN INFRASTRUCTURE TO MAKE HARINGEY LONDON'S GREENEST BOROUGH

One of the key elements of the place making approach is improving links to green spaces, wildlife corridors and greenways, creating healthy connections for people and wildlife and helping to make Haringey London's greenest borough.

Each individual site will feature connections into local existing green spaces. Introducing increased green infrastructure will deliver significant health benefits to people, physically and mentally. In addition, green infrastructure is known to notably reduce airborne particulates, improving air quality.

CROSS LAMINATED TIMBER (CLT)

Cobalt Place is leading the way in residential construction, acting as a benchmark for future sustainable developments. Delivering the world's largest CLT residential development to date, Lendlease has applied its global expertise and eco credentials to forge the way and promote sustainable construction in large scale developments across the world.

A quicker, safer, greener alternative to concrete and steel structural frames, CLT is made from readily available, small timber sections of renewable softwoods formed into larger structural panels that are light, yet strong.

CLT has already seen great success outside of the UK, particularly in Scandinavia and in Australia, where Lendlease has built the tallest CLT development in the world. At the forefront of this new, sustainable and innovative method of construction for residential projects, Lendlease is applying its acclaimed global expertise to the UK housing market.

ADVANTAGES OF CLT

Cobalt Place is built using 100% sustainably sourced timber certified by the Forest Stewardship Council (FSC). The result is a durable and stable product built with natural thermal insulation, high mechanical ventilation and eco-friendly heat and power resources across the entire scheme.

Advantages during construction:

- Pre-formed timber panels require five times less water than concrete frames
- CLT structures are factory produced which means that less high-risk work is required on-site
- Fewer deliveries need to be made to site, so traffic generation is minimised
- The lightweight frames are quieter to erect than concrete frames and produce far less dust, resulting in a cleaner, safer construction site

Long-term benefits for residents:

- Improved thermal and acoustic performance result in less neighbour noise and lower energy bills
- Indoor air quality of the homes is also vastly improved because zero Volatile Organic Compounds (VOCs) are produced during construction

11.2.6.1 Trees

Trees will be retained where possible across the HDV sites, especially those which have significant ecological and community value. This will ensure that green spaces will be as mature and established as possible for when residents move into their new homes, instantly creating a new space which feels embedded within the neighbourhood. We will target no net loss of trees during development.

11.2.6.2 Green Infrastructure

HDV will deliver as much visible ground-level green infrastructure as possible; increasing peoples' interaction with green space and nature. For ecological purposes, this infrastructure will be enhanced further by ensuring appropriate planting strategies are put in place and by extending the provision of habitat to other planes, such as upon green and brown roofs. We will deliver green or brown roofs which are appropriate to the local habitat on at least 75% of all available roof space, and we will ensure this is met on Northumberland Park.

11.2.6.3 Engagement with Nature

Grow gardens and fruit-tree planting will encourage the community to interact with nature throughout the sites, these will be managed directly by residents and the local community, promoting a sense of togetherness and health and wellbeing, but also encouraging a connection with the outdoors and the origins of food.

To realise and verify the HDV's efforts towards improving ecological value across Haringey, we will engage with third-party experts, ecologists and NGOs to validate our impact.

Partnering with organisations such as [Redacted Material] will validate the HDV's work, and community engagement initiatives will bring people closer to nature.

11.2.7 Responsible Investment



THE HDV WILL...

INVEST IN HARINGEY TO SUPPORT SUSTAINABLE LIFESTYLES,
ECONOMIC GROWTH AND EMPLOYMENT

As part of HDV commitments to sustainability we will invest in ensuring high sustainability standards are met. We will deliver homes to best practice standards under the chosen green building standard scheme (e.g. Home Quality Mark and BREEAM).

Programmes deployed by the HDV Social Impact Vehicle will be funded through social impact investing, leveraging private capital looking for social as well as economic returns. For further information, please refer to the HDV Business Plan Social and Economic Strategy.

11.3 Sustainability Minimum Standards, Best Practice and Innovation

To ensure that HDV performs above both the regulatory standards required and industry expectations, it is proposed that the HDV follows Lendlease's internal set of Sustainability Minimum Standards. These standards are annually reviewed and ensure continuous improvement of our product in terms of sustainability performance, delivering greater value to our customers.

All of the sites within the HDV will be tracked against these proposed indicators, ensuring that best practices and innovations are targeted to achieve the highest standards of sustainability performance. These indicators will be developed further with the Council and potentially aligned with existing National Indicators (NIs), allowing the Council to continue to track performance against key indicators which were used in the outgoing 'Going Green – Greenest Borough Strategy'.

The following sustainability indicators are proposed for the HDV:

Sustainability Indicators - Haringey

Energy

Goal: Be powered by clean energy

CO₂ All residential development to be 'zero carbon' and all non-residential development will target 'zero carbon' by 2019.

 Specify the use of the Lendlease EDF energy procurement framework during construction where LLC is employed. Where LLC is not employed, specify that the contractor must procure 100% renewable energy.

 Install smart meters in all developments and suitable sub-metering in all common areas to enable the monitoring of overall building energy performance.

A+ A+ rated fridge-freezer and all other appliances to be A rated (where these are available in the market).

 100% LED lighting.

 Information on best practice energy saving initiatives / guidance to be included in the relevant section of the Home Owner Manual / Building User Guide.

 All developments should connect to local district energy networks (where they exist) and at a minimum do a detailed assessment to determine whether this is feasible / optimal.

 Deliver a minimum 20% of parking spaces with electric vehicle charging points and aim for 100% where feasible.

 Monitor the post-occupancy energy performance on developments to ensure that targets and design aspirations are delivered.

 All new developments will aim to include renewable energy generation.

Waste

Goal: Eliminate Waste

 For residential, provide a single recycling bin of 30 litres (if recyclables are sorted after collection) or three separate bins with a combined total of 30 litres and no less than 7l each (if recyclables are sorted in the home)

 For non-residential, provide appropriate recycling storage facilities for the size of the development in line with the council collection streams and schedule.

 Use smart design to enable the efficient use of materials and components

 Review the potential to collect organic / compost waste for collection or communal use on all developments

 Information on best practice waste management initiatives / guidance to be included in the relevant section of the Home Owner Manual / Building User Guide.

Water

Goal: Create more usable water than we consume

 Water fixtures and fittings specified to deliver no more than 105 litres/person/day per home.

 All irrigation and external water uses to be primarily fed by rainwater or non-potable supply

Materials & Supply Chain

Goal: Engage with suppliers to ensure we use and buy materials responsibly

 100% of timber specified must be FSC-certified with a full chain of custody, unless from reused / recycled sources.

 All granite / stone to be sourced through ETI (Ethical Trading Initiative) accredited companies which are independently audited.

 Ensure any materials specified follow our Green, Grey and Black List guidance.

 At least three of the key elements of the building envelope (external walls, windows, roof, upper floor slabs, internal walls, floor finishes / coverings) are to achieve a rating of A+ to D in the BRE's The Green Guide of specification.

Nature

 Undertake pre- and post-development habitat surveys that demonstrate an increase in ecological value.

 Provide biodiverse green and brown roofs on 75% of available roof space.

 Achieve a net increase in ecological value across all developments

 Ensure no net loss of CAVAT value from trees removed or replaced during development

 Install simple vertical green walls to provide visible green infrastructure.

 Employ suitably qualified ecologist to review landscaping design, ensure ecological value is maximised during design and a focus is given to native species.

 Install appropriate habitat for native and identified species (e.g. bird and bat boxes and insect walls).

Community Development

Goal: Create places where people prosper

 Comprehensive engagement and consultation is undertaken to enable local people to participate in the design and development process and to establish local community development needs. Ongoing engagement and consultation on reserved matters takes place throughout the project.

 Community Development Plan is in place. This should include targets on the following areas at a minimum:

- Training, skills & employment (see 'Training, Skills and Employment' section)
- Education
- Support of local business

 Develop and implement comprehensive Interim Uses Strategy based on community consultation and Development Plan.

 Deliver a safe place to Secure By Design standards.

 Procure packages and services locally where viable to do so

11.3.1 Sustainability minimum standards for commercial portfolio

Many of the 'Be Lean, Be Clean, Be Green' measures will be considered to ensure that the Commercial Portfolio is compliant with new legislation. After the launch of the 2015 Energy Efficiency Regulations, the Commercial Portfolio will perform in line with the minimum energy efficiency standards (MEES), which make it unlawful for landlords to grant a new lease of properties that have an energy performance certificate (EPC) rating below E, from 1 April 2018. In order to determine the impact of this compliance, on commencement of management of the Commercial Portfolio, a complete audit will be conducted of EPC standards across the portfolio. At this stage, high-risk properties would be targeted for essential improvements.

Impacts of section 210 of the upcoming Housing and Planning Act – which requires new public estate properties to be in the top quartile for energy performance – will be assessed for any new additions to the Local Authority's estate. The HDV will create a baseline and a performance plan to deliver against the standard upon its release (subject to viability).

11.4 Financial and Institutional Barriers to Sustainability

By engaging with our supply chain, we offer a route to market for their innovative technologies and in turn can overcome the financial barriers which tend to halt many new technologies from being used on a commercial scale. By bringing these innovative products to market we can physically highlight to the industry and our customers the benefits of utilising new technologies to improve sustainability outcomes – whether it be to reduce carbon emissions, improve health & wellbeing or minimise environmental footprints – overcoming common institutional barriers.