

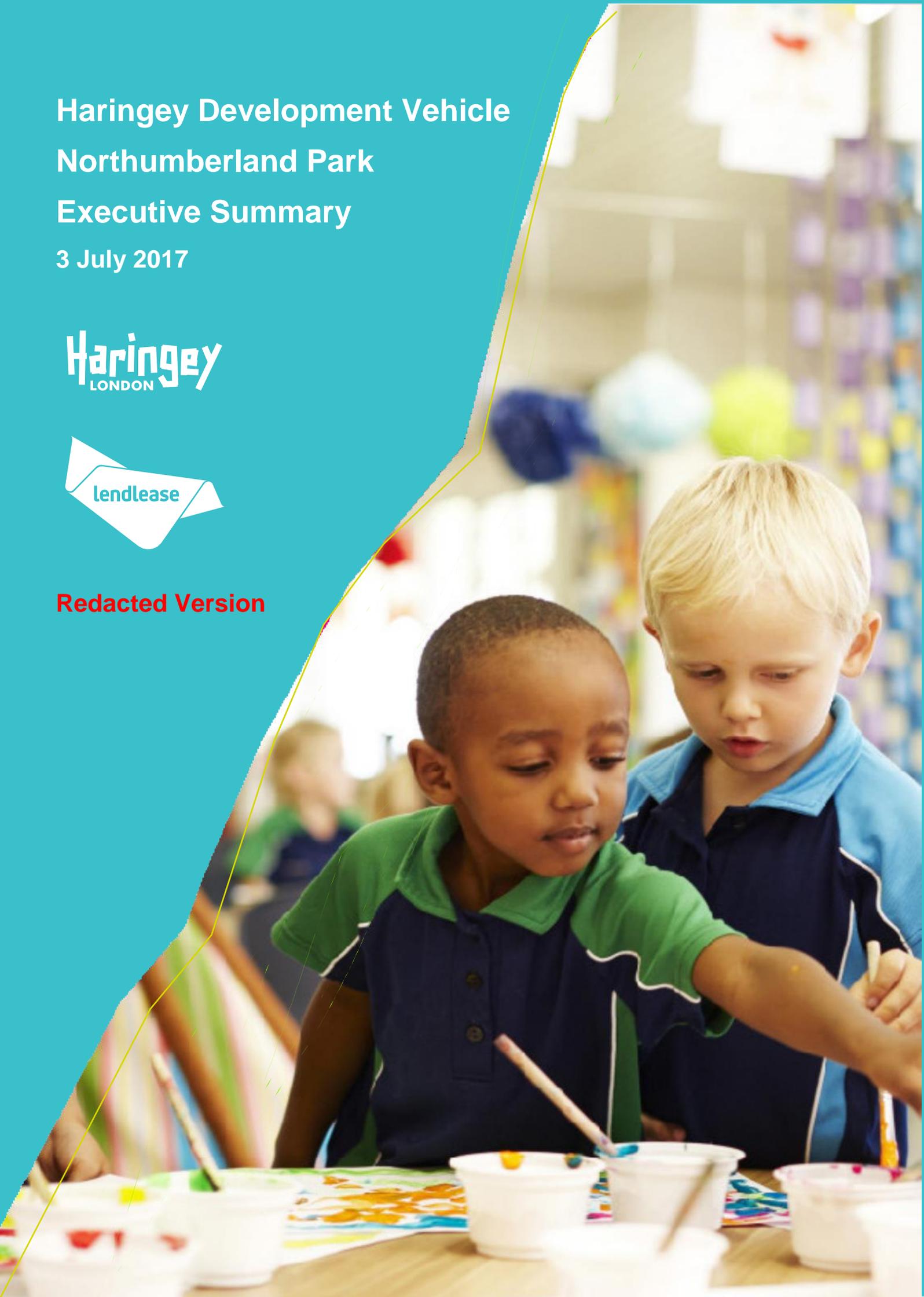
Haringey Development Vehicle Northumberland Park Executive Summary

3 July 2017

Haringey
LONDON

lendlease

Redacted Version



EXECUTIVE SUMMARY

A PLACE WHERE PEOPLE LOVE TO LIVE



The Council has established a clear case for change in Northumberland Park, which is embedded in policy and endorsed by the local community. As set out in the Tottenham Area Action Plan (AAP), the area will retain its diverse identity, be transformed into a mixed and sustainable community and be a place where people want to live, work and visit. A place that is proud of its past, but focused on the future. A place that is both receptive to innovative ideas and fiercely protective of the things it holds dear. A place where a child born today will, by the age of 20, enjoy a quality of life and access to the best opportunities that London has to offer.

HDV will deliver the Council's ambitions for this social, economic and environmental transformation, whilst ensuring that the community are shaping this change. HDV will put people at the heart of change and work in partnership with the existing population, the Council and other stakeholders to create vibrant mixed-use neighbourhoods. By putting people first, HDV will ensure that physical change will drive the desired socio-economic outcomes and deliver our vision:

"A PLACE WHERE PEOPLE LOVE TO LIVE AND COMMUNITIES FLOURISH"

As part of the HDV bid process, an indicative masterplan for regeneration has been developed for Northumberland Park that is intended to meet the needs of the local community and existing and future residents. The Bid process has not allowed for any community engagement to inform this plan to date, however, on formation of the HDV, it will be developed, tested and adapted, through engagement with local stakeholders to create the best possible regeneration solution.

This process will build on the engagement and consultation that has been undertaken to date by Haringey Council, and give stakeholders genuine options and choices in how the estate is regenerated.

The HDV Social and Economic Strategy brings together people, places and programmes to create the social infrastructure and community empowerment needed to drive transformational outcomes. This Business Plan responds to the strategy's four social impact themes, which are sign-posted throughout:

- **Better Prospects:** enabling education, training and employment
- **Healthy Lives:** empowering people to improve their own health
- **Community Pride:** creating homes and neighbourhoods where people can thrive
- **Clean and Safe:** creating a safer environment where people are proud to live, work and visit

Its success will be defined by the longevity of the places created, and the communities that flourish as a result.

Building Community Identity and Pride

HDV will deliver exemplary place making that provides environments that are safe, sustainable and diverse. This means mixed and inclusive neighbourhoods where residents from all age groups can lead happy and fulfilling lives, where all physical change will be

planned to support the desired social and economic outcomes. Through this design, positive social interactions will be promoted and communities strengthened.

Through a culture of participation, the HDV will build capacity and create a confident, resilient and empowered community for the long term; one that is proud to live, work and play in Northumberland Park. It will create an inclusive place that provides homes that are affordable to households of all income ranges. Neighbourhoods will draw on the history and culture of this place to support a diverse community that is representative of the best parts of London, but with an identity and spirit that is authentic to North Tottenham.

COMMUNITY PRIDE – CREATING HOMES AND NEIGHBOURHOODS WHERE PEOPLE CAN THRIVE, HDV WILL:

- Put people at the heart of change via a comprehensive engagement programme that fosters a 'culture of participation', including a Community Hub, and meaningful outreach activities;
- Employ local 'ambassadors for change' who will champion the regeneration;
- Undertake wide ranging consultation to create a regeneration plan alongside the local community;
- Embed a culture of transparent communication that engenders trust and support;
- Connect people and organisations to a range of opportunities that support growth;
- Deliver a new Community Hub that will become a focus point for the regeneration;
- Recognise that Northumberland Park is not one single place, but a series of inter-connected neighbourhoods and will connect these neighbourhoods into a cohesive whole, whilst enhancing and strengthening their individual identity, with distinctive public open spaces and building types;
- Create significant public open spaces that differentiate Northumberland Park from other residential areas in Haringey and London, which will provide places for residents to interact and form the identity of place for generations to come;
- Connect the neighbourhoods and public open spaces with a green spine that will provide memorable experiences for people of all ages, interests and cultures - a place for neighbours to meet and relationships to form;
- Create a truly mixed-use regeneration that has life and vitality at all times of day;
- Provide quality new mixed-tenure homes to buy and rent, that will enable a diverse and integrated community of Londoners of every income level, household size, and specific need;
- Target 40% tenure-blind affordable homes, that will deliver a net increase on the existing provision, and include a range of rental and ownership tenures that meet the Council's objective to create mixed communities;
- Provide all of the existing tenants and resident leaseholders who will need to be moved as a result of the proposals, with the opportunity to be rehoused on site through the right to return commitment from the Council;
- Adopt a Northumberland Park Branding/Marketing Strategy that is authentic to people and place, and enhances pride; and
- Sponsor a Clean-up Amnesty facilitating waste disposal and swap shops for existing residents to reduce the perception of crime.

Social infrastructure is prioritised in the Delivery Programme to create new focal points that will engender a cohesive community identity to develop, including a Community Hub which will be established in the first 100 days.

Creating Healthy Lives

HDV's Healthy Lives Programme will support a happier population with healthier minds, bodies and places. This will be achieved through a range of support programmes and physical interventions. Northumberland Park will become a healthy place to live, enabling all residents to enjoy long, independent and fulfilling lives.



The HDV approach will empower residents to make proactive choices about their diet and lifestyles, enabling families to participate in culture, sport, leisure, and physical activities that improve their health and wellbeing. It will catalyse behavioural change amongst residents to promote healthy lifestyles that will counter growing levels of obesity and mental health problems and reduce reliance on healthcare services.

HEALTHY LIVES – EMPOWERING PEOPLE TO IMPROVE THEIR OWN HEALTH, HDV WILL:

- Resolve under-provision of **primary health care services** and co-locate these with **affordable fitness facilities** to encourage maximum uptake;
- Curate the public open spaces to embed the '**Power of 10**' principle, such that each provides at least 10 things to do, an inclusive series of interventions that actively encourages all residents to play, exercise, take part in sport, and interact;
- Design the green spine to **prioritise local pedestrian and cycle use**;
- Enhance **Park Lane** and **Northumberland Park Avenue** to become regional cycle and pedestrian connections to Lee Valley Regional Park, Bruce Castle Park, Frederick Knight playing fields and the High Road West regeneration;
- Seek to **partner with schools** within the site boundary to instigate programmes that will influence wider family use of the Lee Valley Regional Park; Prioritise **healthy eating** through healthy and quality food and retail premises;
- Improve mental wellbeing, through programmes such as trained Mental Health First Aiders;
- Prioritise **healthy eating** through healthy and quality food and retail premises;
- Provide **sheltered housing**, designed to accommodate the needs of specific vulnerable residents;
- Create buildings and **homes that are designed with dignity** in mind;
- Pilot a **WELL Building Standard** to establish new globally-recognised design standards for healthy communities; and
- Deliver a **zero carbon** development that becomes a global exemplar for sustainable urban living.

Ensuring Better Prospects

HDV has a once-in-a-generation opportunity to break the cycle of poverty and intergenerational unemployment at Northumberland Park and create better prospects for local people. HDV will achieve this through the delivery of new schools, training and employment spaces that will provide a variety of education, business and job opportunities. These will be supplemented by curated training programmes providing skills, apprenticeships, mentoring and employment support. Forecast outcomes based on the indicative masterplan for regeneration include over 4,000 new jobs created in the completed development, 5,500 new jobs created during construction and 3,000 jobs supported through up-skilling.



BETTER PROSPECTS – ENABLING EDUCATION, TRAINING AND EMPLOYMENT, HDV WILL

- Prioritise local jobs in the regeneration activities;
- Instigate a programme of mentoring and support for existing local businesses;
- Enable Be Onsite - Lendlease's not-for-profit employment support organisation to operate in Haringey within 100 days;
- Create low-risk meanwhile enterprise opportunities for local start-up businesses in vacant shop units on Park Lane and the High Road;
- Open a temporary Skills and Employment Hub on site within 1,000 days, to be replaced by a permanent facility in the final phase (subject to avoidance of duplication with existing programmes);
- Prioritise the early delivery of the new Northumberland Park Community School and The Vale School;
- Partner with local schools and with businesses in the London Stanstead Cambridge Corridor to sponsor the implementation of the STEM programme (subject to agreement);
- Up-skill local youth via educational and mentoring programmes;
- In recognition of the Council's pilot Creative Enterprise Zone in Tottenham, open a Creative Business Hub, providing flexible spaces and terms to satisfy the growing demand from local creative industries;
- Investigate a business case to create a university or office campus which could attract large-scale employers to the area, and enhance the business case for Crossrail 2; and
- Deliver significant new retail opportunities for local businesses/employment.

HDV will hit the ground running, and focus on implementing programmes and meanwhile uses, which will start to improve the prospects of local people, and generate growth from day one. In particular, to form links with universities and businesses within the London Stansted Corridor to partner targeted opportunities.

Engendering Clean and Safe Environments

HDV will address residents' concerns regarding perceptions of safety, antisocial behaviour, and cleanliness by instigating physical change and robust and accessible management operations. This will change behaviours, instil a sense of pride, and ultimately enable safer and happier lives for the residents of Northumberland Park. We will adopt best practice design principles and work with key stakeholders to create a safer environment people are proud to live, work and visit.



CLEAN AND SAFE – CREATING A SAFER ENVIRONMENT WHERE PEOPLE ARE PROUD TO LIVE, WORK AND VISIT, HDV WILL:

- Deliver a network of **legible new streets** and places to reduce physical isolation;
- Create **vibrant public spaces** that are **safe for residents 24 hours a day**;
- Ensure designs embed the principles of **Secure by Design**;
- Provide **front doors** on streets and **windows onto all public spaces**;
- Create a **youth activity zone** that could include skateboard ramps, basketball courts, free wi-fi, and parkour structures;
- **Instigate meanwhile uses** that will attract youth activity;
- Ensure a friendly, visible, and accessible **Estate Management** presence;
- Operate a **zero-tolerance management regime** towards vandalism and litter; and
- Through strategic partners, work with expert partners to **actively reduce youth crime, gang activity and violence against women**.

Delivery Certainty

Northumberland Park Development Team resource will be allocated on the basis of experience in delivering comparable regeneration programmes, and structured to ensure control of key decisions by the HDV Board. The team will integrate the local stakeholders and professional teams who are aligned with the HDV vision and approach.

The HDV will adopt a true partnership approach to delivery that will extend to all stakeholders, whether they are Haringey officers, management organisations such as Homes for Haringey, adjoining landowners, local community leaders or existing residents. Only by successfully working with all stakeholders will we deliver the quality of solutions at the momentum that ensures success.

The targeted key indicative milestones for 2018–32 are outlined below, highlighting the early delivery of community facilities and describing the outcomes achieved (these are subject to engagement with the community, local stakeholders, the Council, and HDV Board):

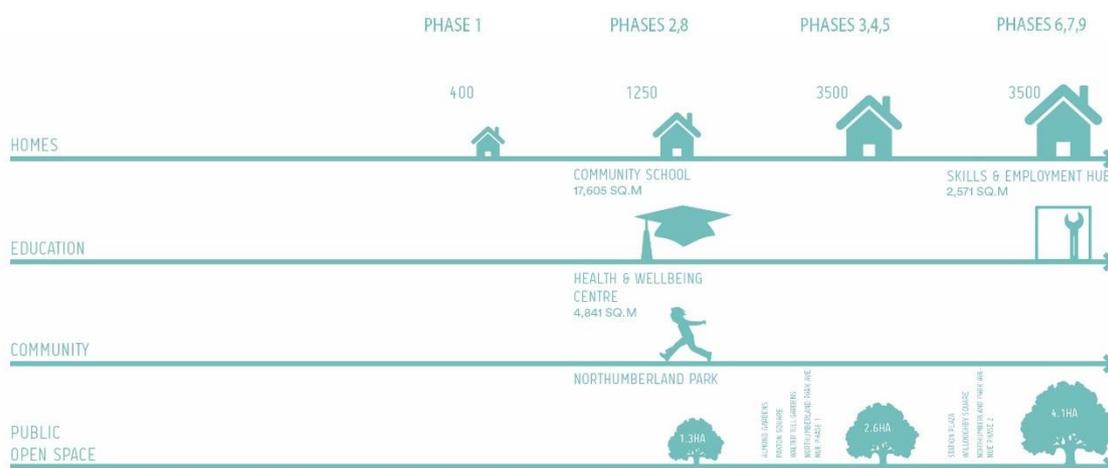


Figure 1-1 Northumberland Park targeted delivery outcomes based on Indicative Masterplan and Initial Indicative Programme

HDV's approach to put people at the heart of change will result in a game-changing estate regeneration programme that will set a new benchmark for Haringey and London in the decades to come. HDV will adopt a truly collaborative approach to working with the existing residents; our solutions will be informed and adapted by what we hear from them. We will engage with local stakeholders from the outset to ensure that their needs and desires are understood. We will give residents and businesses the opportunity to have a real say in what their community will be like, providing them with a platform to be heard, to influence change, and feel empowered to own the outcomes.

HDV is clear that early evidence of positive change is the key to winning the hearts and minds of local residents and Londoners. A focused yet flexible delivery programme will be completed within circa 15 years. The interests of existing residents who will need to be rehoused as a result of the proposals will be protected by offering the opportunity to be rehoused on site with the right to return commitment from the Council. A programme of meanwhile uses will be instigated in launch stages and permanent social infrastructure will

be prioritised in early delivery phases to target desired social economic outcomes and assist in place making.

Local people have the most to gain from the regeneration, but are also the most vulnerable to change. HDV will adopt a transparent and supportive approach to land assembly to inform, protect and retain the existing residents and their community spirit, to form the foundation for the new neighbourhoods and wider Northumberland Park community.

The HDV will benefit from flexible procurement regimes that will ensure best value, alongside delivery certainty for more critical or complex construction activities. Design, construction and handover processes will be robustly controlled to ensure certainty of cost, quality, and programme. Lendlease's experience will ensure HDV understands and successfully manages the technical complexity of working on a multi-phase regeneration project in space-constrained environments adjacent to occupied homes. HDV will minimise disruption through innovative design, construction, management and communication techniques, including off-site pre-fabrication, consolidation centres and Considerate Constructors programmes. HDV will be sensitive to maintaining pedestrian routes, controlling noise and pollution and addressing working hours to minimise disruptions to residents, visitors and neighbouring landowners.

HDV will adopt authentic sales and marketing approaches that prioritise a sustainable community for the long term, and create best value for the HDV, whilst retaining flexibility to adjust to market cycles. Estate and building-management regimes appropriate for the scale of Northumberland Park will deliver robust longevity and enlivenment alongside affordable service charges.

HDV will harness a triple bottom-line approach to sustainability, which is broader than traditional energy and environment related objectives, and in addition encompasses social and economic objectives. Our goal is to position Northumberland Park as a globally renowned exemplar of sustainable urban regeneration based on this broader definition.

In summary

There is robustness and flexibility to the solutions proposed by the HDV. The proposals for the regeneration of Northumberland Park will deliver a complete transformation with social and economic outcomes at its centre and with an approach and momentum that will win hearts and minds. Additional added-value options have been identified that could extend these outcomes even further.

HDV will put people at the heart of change and by doing so set a new benchmark for inclusive, sustainable estate regeneration.

Prioritising the Council's Objectives

The HDV will prioritise the Council's objectives in the regeneration of Northumberland Park.

Table 1-1 Summary of HDV Objectives and Business Plan Outcomes that are embedded in the indicative masterplan for regeneration (subject to change through stakeholder engagement and detail design)

HDV Objective	Specific Goals	HDV Business Plan
1. To deliver growth	a. New and improved housing	<ul style="list-style-type: none"> c.5,000 new homes delivered in c.15 years £4m per annum increase in Council Tax receipts
	b. New employment space	<ul style="list-style-type: none"> c.21.5k sqft of Creative Business Hub c.470k sqft of Office or University campus c.43k sqft shops, cafes, and restaurants £56m business rates over 20 years
	c. New education and training space	<ul style="list-style-type: none"> 4FE primary and 10FE through school (final size to be agreed following stakeholder involvement) c.27k sqft Skills and Employment Hub
	d. New community space	<ul style="list-style-type: none"> c.52k sqft Health and Wellbeing Centre
2. To achieve and retain a long-term stake	e. Control in development of Council's land	<ul style="list-style-type: none"> Delivery programme that will complete regeneration in c.15 years Flexible delivery phasing to accommodate rehousing and delay Social infrastructure prioritised early in programme and alongside each phase Options for long-term income through PRS and affordable housing assets
3. To work with private sector	f. In partnership	<ul style="list-style-type: none"> True collaborative approach with the Council as part of the JV, and officers during the delivery process
	g. To catalyse delivery of financially challenging schemes	<ul style="list-style-type: none"> Cross-subsidy portfolio approach to regeneration – using the option of new affordable housing at Wood Green and Cranwood to enable Northumberland Park rehousing Upfront investment (at risk, prior to future phase commencement) in infrastructure and place creation to change perception of Northumberland Parkfront

		<p>investment (at risk, prior to future phase commencement) in infrastructure and place creation to change perception of Northumberland Park</p> <ul style="list-style-type: none"> • Council land assembly costs fully payable at the end of each phase as a priority return to the Council
4. To achieve estate renewal	h. Intensification of land use	<ul style="list-style-type: none"> • Significantly increase housing density • Significant additional employment space
	i. Establishment of a range of mixed tenures	<ul style="list-style-type: none"> • Target 40% affordable housing (subject to viability), a net increase. • Targeted 40% of affordable homes prioritised for existing households, the remainder of a mix of affordable tenures to accommodate a balanced range of household incomes; • A balanced mix of open market sales and private rental sector market housing • A right to return for all existing tenants and resident leaseholders
5. To secure wider social and economic benefits	j. Community facilities, skills and training, health improvement and crime reduction	<ul style="list-style-type: none"> • £8m investment in Health and Wellbeing Centre • [Redacted material] • New Northumberland Park Community School and The Vale enabled through this partnership [Redacted material] • A new social-impact vehicle set up by HDV, with substantial seed capital from Lendlease to support social-impact initiatives and develop new investment models, to deliver the widest reach possible from the regeneration
6. To incorporate land belonging to other stakeholders	n/a	<ul style="list-style-type: none"> • Initial regeneration plan assumes acquisition of 3rd party land within redline; • Added value options identified to incorporate additional adjacent properties, subject to HDV detailed review
7. To achieve a commercially	n/a	<ul style="list-style-type: none"> • All phases make a commercially acceptable return, to reflect development risks taken. HDV is

acceptable
return

commercially motivated to
complete all phases of
Northumberland Park, irrespective
of activity on other Category one
sites;

- Northumberland Park is
commercially viable

Note: However, nothing in this Business Plan should be read as suggesting, far less imposing, any obligation on the Council in respect of any proposed redevelopment of Northumberland Park. The Council has not taken any decisions on whether Northumberland Park (or any part of it) will be redeveloped by the HDV, the legal position is governed by the Development Framework Agreement, and nothing in this Business Plan seeks to suggest to the contrary.