

# Haringey Development Vehicle Northumberland Park Place Strategy

3 July 2017

**Haringey**  
LONDON

**lendlease**



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## GUIDE TO THIS BUSINESS PLAN (PLACE MAKING)

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

An indicative masterplan for the regeneration of Northumberland Park has been developed alongside this Business Plan. This assumes a certain amount of development that is referred to in more detail throughout this plan and which has informed the Financial section of the Strategic Business Plan. This indicative masterplan will be tested and further options fully considered via engagement with the existing residents, businesses, and other stakeholders once the HDV has been formed. Please note that all images used in the Business Plan are therefore indicative rather than representative of what will actually be delivered.

To aid navigation of this document, more detailed information and plans are contained within appendices and 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 to transformation and the opportunity that the HDV presents.
Development Context	The demographic and physical context that has influenced the proposals.
<b>Strategic Approach</b>	
Design Strategy	Objectives and approach to designing high quality regeneration (including neighbourhoods, public realm, and streetscapes), and added value outcomes within and beyond the site boundaries.
Residential Use Strategy	Analysis of the existing housing stock and demand, and a description of the objectives, and inclusive mixed tenure offer.
Employment Space Strategy	Analysis of the existing office, workspace, retail stock, and demand, and a description of the objectives, and diverse offer that will create inclusive job and business opportunities.
Social and Physical Infrastructure Strategy	Analysis of the existing education, health, training facilities, and demand, and description of the world class facilities that will improve prospects and engender healthy lives.
Sustainability and Energy Strategy	Detailed energy strategy to achieve the Council's zero carbon objectives, and description of the approach to wider sustainability.
Estate, Housing, and Asset Management Strategy	Objectives and approach to estate, housing and asset management.
Affordable Housing Management and Ownership Strategy	Objectives and approach to managing and owning homes, and ensuring continuity of service to Northumberland Park residents.
Transportation Strategy	Objectives and approach to transport infrastructure, and in demonstrating a business case for railway infrastructure improvements.

# PLACE MAKING

## 1 THE CASE FOR CHANGE

Once owned by the Duke of Northumberland, development of Northumberland Park began with the arrival of the railway station in 1842, when farms and a village of market gardens were transformed into a lively and affluent area comprising of villas for city merchants, music halls, and theatres.

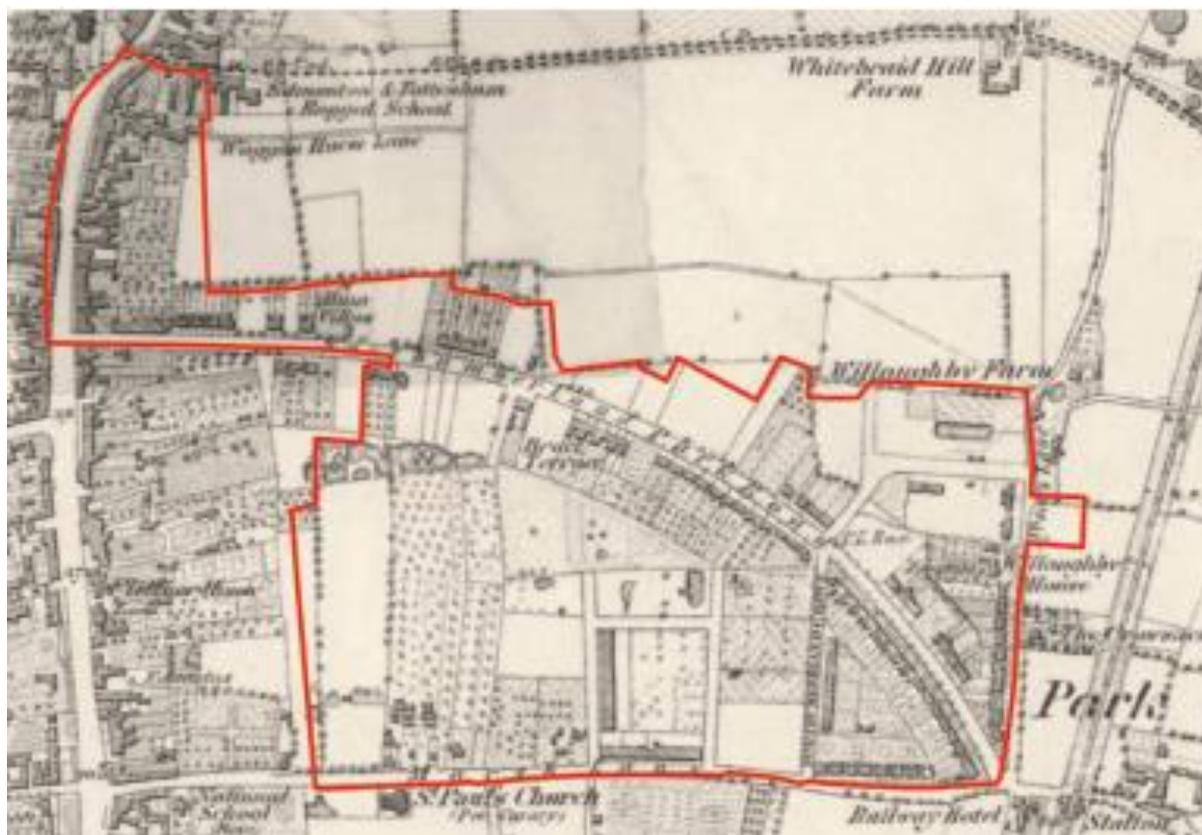


Figure 1-1 In 1876 when market gardens were being replaced by villas for merchants

At the start of the 20th century factories were built, and the area then continued to play an important industrial role until after the Second World War. However, piecemeal post-war estate development resulted in an environment that today has little urban coherence. Northumberland Park is physically, socially and economically isolated from the surrounding areas, and this has the effect of marginalising the existing population from the positive opportunities that living in a successful city like London should provide.

Barriers to change include:

- Poorly designed estate layouts and open space;
- Poor quality homes, of a mix, size, type, and tenure do not help to create mixed and balanced communities;
- Poorly used green open space;
- A series of disconnected neighbourhoods that lacks a cohesive common identity and an under-provision of quality community infrastructure; and

- Poor permeability with few through-routes, resulting in an area that is hard to cross, low footfall, and a low perception of safety.

However, there is a strong community spirit, with groups and individuals bringing life and vitality through physical interventions, social programmes, and events.



Figure 1-2 Community event at Northumberland Park

It is these existing communities and their passion for the place that will help drive positive change when given the opportunity. In 2014 the Council’s community consultation to inform the Northumberland Park Strategic Framework endorsed the need for change, with local people identifying that the delivery of wide ranging regeneration would help to create safe, modern, and high quality places. Regeneration could also provide more opportunities to bring forward the benefits local people want to see, as well as confirming that they wanted to; bring better homes, better public open spaces, with safer streets, and public facilities that will enable the existing community spirit to build and flourish. Their views are captured in the Council’s five Key Principles for Change which inform the Northumberland Park Strategic Framework.



Figure 1-3 Pictorial representation of the Council’s Key Principles for Change

## 1.1 Vision

**"BY THE AGE OF TWENTY A CHILD BORN TODAY WILL HAVE A QUALITY OF LIFE AND ACCESS TO A LEVEL OF OPPORTUNITY THAT IS AT LEAST EQUAL TO THE BEST IN LONDON"**

**TOTTENHAM STRATEGIC REGENERATION FRAMEWORK.**

HDV is inspired by the vision set out in the Tottenham Strategic Regeneration Framework, and nowhere should it play out more compellingly than in our plans for Northumberland Park. The HDV will remove the existing barriers to change that have and will be identified through engagement with the local community, and work with them to deliver inclusive transformation. In circa 15 years' time, Northumberland Park will be a place that is defined by the opportunities it offers, and the sense of community it engenders. The lifeblood of this community will be the pride of local people, their relationships with their friends and neighbours, their bonds with the people they grew up with, their shared birthdays and first days at school together. A community of people who look out for one another, share hopes, fears, and memories together. For life.

The role of HDV is to support the evolution of Northumberland Park, harnessing physical renewal as a catalyst for the community to rediscover and retain the best of its past, and create new opportunities for the future. HDV will help create, encourage and curate places that enable local people to take control and shape their lives. We will only succeed if we build trust from the outset, by putting local people at the heart of our plans, and delivering on the promises we make. The standards and ambitions set out in this Business Plan are truly world-leading, inspired by the vision, and informed by experiences from around the world. We are utterly committed to succeed.

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 that London has to offer.

HDV's 'holding' vision for Northumberland Park is:

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

## 1.2 Approach

The foundation of HDV's approach to the regeneration of Northumberland Park is to **put people at the heart of change**.

We will build on the Council's policy priorities and Key Principles for Change, through a complete physical transformation of Northumberland Park that will prioritise targeted social and economic outcomes.

This approach will be delivered through a game-changing estate regeneration programme that will set a new benchmark for Haringey and London for the decades to come. HDV will adopt a truly collaborative approach to working with the existing community to design new homes for existing residents, that are affordable to households of all income ranges; and neighbourhoods that 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.

An inclusive network of new public spaces will provide physical and civic connections between the new neighbourhoods and ground an improved social and physical infrastructure that will deliver better prospects and improved health and wellbeing to all residents. A series of parks and squares where people will feel safe 24 hours a day, will become the focal points for life, places for relationships to form, and for communities to flourish. The scale and quality of these spaces will differentiate Northumberland Park from other residential neighbourhoods across London.

This Business Plan sets out the indicative masterplan approach, objectives, and strategies which will deliver this vision. These will be tested, validated and developed further with the local community, ensuring that plans for change are developed as a direct response to resident feedback and are owned by the local community. From day one HDV will engage with local people and other stakeholders at a grassroots level to ensure that Northumberland Park becomes a place that remains authentic and home to its existing communities.

HDV will bring together people, place and programmes to deliver social and economic outcomes targeted against four 'impact themes' that directly relate to the Council's Key Principles for Change. These themes are set out in more detail in the Social and Economic Strategy within the HDV Strategic Business Plan and the Social and Economic Business Plan.

Table 1-1 The HDV's social impact themes will deliver the Council's Key Principles for Change, and themes for achieving social and economic objectives

Authority's Principle for Change	Authority's themes	HDV Social Impact Theme
 The Place  Homes	Build Community Capacity	 Community Pride: Creating homes and neighbourhoods where people can thrive
 Open Space	Enable Healthy and Safe Lives	 Healthy Lives: Empowering people to improve their own health
 Community	Create Better Prospects	 Better Prospects: Enabling education, training and employment
 Connectivity	Enable Healthy and Safe Lives	 Clean and Safe: Creating a safer environment where people are proud to live, work and visit



Figure 1-4 Social and economic theme icons that are signposted throughout the Business Plan

HDV's approach will deliver exceptional people-focused outcomes that include:

- A Business Plan that targets 40% affordable housing, which represents a net increase in provision; with a range of tenure types;

- All of the existing tenants and resident leaseholders who will need to be rehoused as a result of the proposals will be offered the opportunity to be rehoused on site through the right to return commitment from the Council;
- New parks and squares that form the identity of place, and differentiate Northumberland Park from other urban villages;
- A connected community of distinctive neighbourhoods with residents who are empowered, and proud;
- Exemplary new education facilities;
- Training opportunities and employment support structures;
- Over 4,000 new jobs in the completed development;
- New community focused social infrastructure that will promote physical activity and engender healthy lives; and
- An inclusive and diverse place which feels safe 24 hours a day.

### 1.3 Summary

There is a clear case for change in the existing physical, social and economic condition of Northumberland Park; this case has been embedded in policy and is 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

HDV's approach will be to put people at the heart of change, with game-changing regeneration that will become a catalyst for transformation across the borough, and a new benchmark for estate regeneration in London.

HDV will ensure that the benefits of regeneration and economic growth flow through to all of the residents of Northumberland Park, with better access to jobs, skills training, new homes, education, and health facilities, improved transport links, safe and healthy environments, vibrant streets, and active open spaces.

## 2 DEVELOPMENT CONTEXT

### 2.1 Demographic Context

#### 2.1.1 Census Demographic Analysis

The Northumberland Park ward is located in N17 (the Tottenham catchment), alongside the Bruce Grove, Tottenham Hale, and White Hart Lane wards of Haringey. There are currently circa 90,000 people living in Tottenham, accounting for approximately 40% of the current population of Haringey.

Publicly available information<sup>1</sup>, along with a synthesis of existing Council documents has been reviewed to understand the local context, the barriers facing Northumberland Park residents, and the opportunities available.

The principal findings are:

- Northumberland Park is within the 5-10% of most economically deprived wards within England measured by household income<sup>1</sup>, with residents being half as economically active as in Haringey as a whole;
- Northumberland Park is ethnically diverse and has a higher proportion of residents that identify as Black/African/Caribbean/Black British than the borough average (40% vs 19%);
- There is a high number of single parent families with dependent children compared to the rest of the borough (19% vs 10%) and the incidence of children living in poverty is high at 31%; and
- Life expectancy is lower than the rest of the borough with obesity, mental health and chronic health conditions such as coronary heart disease being the primary contributing factors<sup>2</sup>.

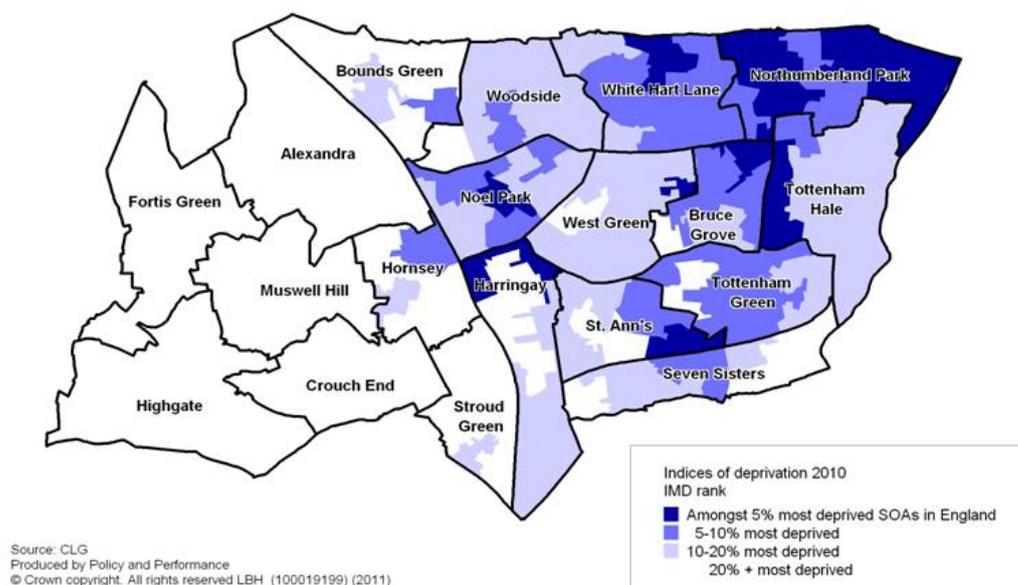


Figure 2-1 CLG Indices of deprivation 2010 Rank of IMD, Haringey SOAs

<sup>1</sup> Data from Office of National Statistics and Greater London Authority

<sup>2</sup> Indices of multiple deprivation 2015

<sup>3</sup> Haringey's Health and Wellbeing Strategy 2015 to 2018

This means that on average residents of Northumberland Park face higher levels of unemployment, earn less when they are employed, die earlier, and face more race and family related issues than elsewhere in the borough.

The regeneration gives the opportunity to:

- Break the barrier of poverty and intergenerational unemployment through investment in education, skilling, and mentoring to enable residents to access job opportunities;
- Create better access to primary healthcare for improved management of chronic health conditions, and to outdoor space and physical activity to empower people to improve their own health; and
- Create bespoke community engagement plans with a variety of outreach engagement tools to ensure that all members of the community can participate.

Further demographic analysis can be found in appendix 7 (Social and Economic Context).

### 2.1.2 Mosaic Demographic Trends

The consumer classification tool Mosaic identifies the current household groups residing in the Northumberland Park Ward, and presents a valuable insight into the existing demographic of the area, to guide the housing offers. Demographic trends suggest that there is a growing influx of population from the west of Haringey to the more affordable east, who will present a target market for the new sale and rental homes.

The most prevalent existing household groups in the ward are described below.

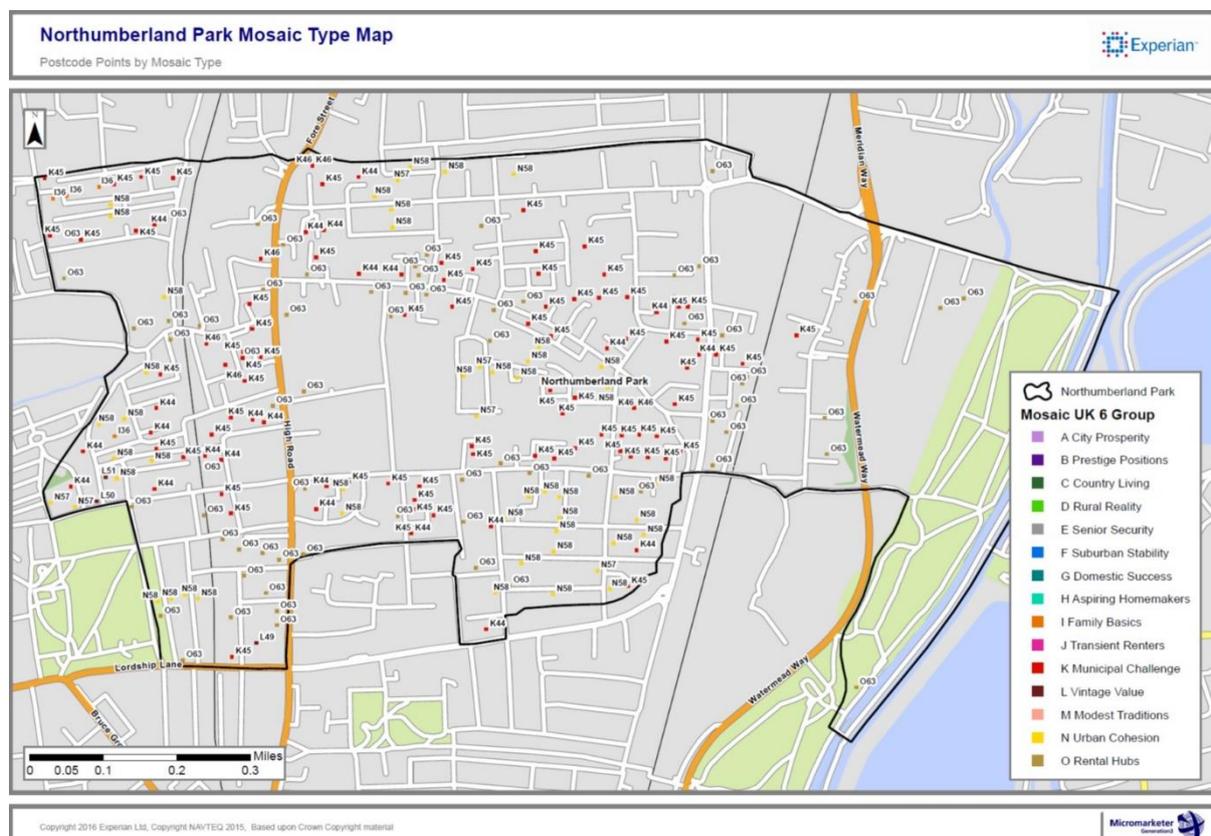


Figure 2-2 Mapping the Mosaic groups in Northumberland Park ward

### 2.1.2.1 Mosaic Type 'K' Group

At 49.5% this is the most frequently occurring household group, characterised by renters of social housing with very low incomes (less than £15,000 per household per year), facing an array of social and economic challenges.

The Mosaic Type 'K' demographic group is the most vulnerable population in Northumberland Park, and most at risk to being isolated from the regeneration and left behind the change.

HDV will provide targeted support to this demographic during the regeneration programme, and work with them to provide an improved affordable housing offer established on the basis of their specific needs. HDV intends to work closely with the Council and Homes for Haringey during this process.

### 2.1.2.2 Mosaic Type 'O' Group

Mosaic Type 'O' demographic accounts for 24.1% of households and is a young and aspirational cohort that actively participates in local social events and community life and utilises community facilities. They are ambitious, adventurous and keen to try new things. Their wages are growing but they don't have a lot of spare income due to the high private rental costs. They live in single and shared accommodation and contribute positively to the activation of the area.

Mosaic Type 'O' is an expanding demographic in the ward, and a significant target market for the new homes. As their careers grow and wages increase they could become first time buyers for the Open Market Sale (OMS) homes. In the short term while their wages are lower and they are saving a deposit, they are a target market for the Private Rental Sector (PRS) homes.

### 2.1.2.3 Mosaic Type 'N' Group

23.5% are residents of settled urban multicultural communities with a strong sense of identity. Mosaic Type 'N' demographic definition includes families with school age and older children, and older people pre- and post-retirement. They own their own home and have moderate household incomes. They are long-term residents that feel a real attachment to their neighbourhood and their community. This group is a relatively stable and committed part of the community that actively participates in community events and programmes and infrastructure, especially within their own cultural group.

This demographic is a future target market for a housing offer that responds to the needs and appetites of their extended and changing family types.

## 2.2 Consultation Context

Over the past five years, the Council has led wide ranging, and detailed, community engagement programmes to inform its regeneration plans, planning policies, and housing strategies. Key consultations are set out below:

### 2.2.1 Tottenham's Future Consultation

In October 2013, Haringey Council commissioned an independent organisation, Soundings, to conduct a thorough five-month consultation exercise called Tottenham's Future, to gather views from the community on their hopes and ambitions for the next 20 years. This included a dedicated focus on the Northumberland Park area. The responses fed into and shaped the council's 'Tottenham Strategic Regeneration Framework' which sets out how the local

community's priorities can be achieved. More information on the Tottenham's Future consultation, and the Tottenham Strategic Regeneration Framework, is available to view at: <https://tottenham.london/about/tottenhams-future-consultation>.

## 2.2.2 Northumberland Park Strategic Framework Consultation

To inform the development of the Northumberland Park Strategic Framework, a two-stage engagement process was held. The first stage helped to inform the development of a set of 'Key Principles for Change' whilst the second stage asked for the community's views on these Key Principles. The following views were recorded from residents at the consultation in response to the Key Principles for Change:

	<p><b>THE PLACE</b></p> <ul style="list-style-type: none"> <li>• There is too much wasted space – regeneration plans should make better use of open space;</li> <li>• The area should be more attractive, clean and feel safe to walk around;</li> <li>• Buildings should be more environmentally friendly and sustainable;</li> <li>• Tottenham Hotspur FC's new stadium development is widely supported; and</li> <li>• There are a lack of shops, community space and other facilities in the area.</li> </ul>
	<p><b>HOMES</b></p> <ul style="list-style-type: none"> <li>• Improving existing housing should be a priority;</li> <li>• There should be more variety in the types of buildings – from family homes with gardens to modern apartments;</li> <li>• The quality of the housing should be improved;</li> <li>• There should be more housing choices, including affordable homes; and</li> <li>• The space standards of the existing homes should be retained.</li> </ul>
	<p><b>OPEN SPACE</b></p> <ul style="list-style-type: none"> <li>• The area suffers from a poor environment and open space doesn't feel safe and clean;</li> <li>• There is a lack of usable open space and this should be improved;</li> <li>• There should be more parks and green open space for all to enjoy;</li> <li>• There should be more places for children to play safely and a greater range of facilities and activities in the public open space; and</li> <li>• There should be more public spaces where people can meet and come together.</li> </ul>
	<p><b>COMMUNITY</b></p> <ul style="list-style-type: none"> <li>• There is a strong community spirit and this should be preserved;</li> <li>• There should be more, and better, schools and educational opportunities;</li> <li>• There should be more community, leisure and cultural facilities for all, in particular children and young people;</li> <li>• There should be improved health facilities;</li> <li>• There are a lack of high street shops in Northumberland Park; and</li> <li>• Northumberland Park is not one place but several distinct neighbourhoods.</li> </ul>
	<p><b>CONNECTIVITY</b></p> <ul style="list-style-type: none"> <li>• The overall environment, including the roads and streets, should be improved;</li> <li>• The area should be safer and more attractive for walking and cycling;</li> <li>• Road safety and parking should be improved;</li> <li>• The level crossing at Northumberland Park is dangerous and should be closed;</li> <li>• Public transport should be improved; and</li> <li>• Local shops are struggling and would benefit from more people passing by.</li> </ul>

Further information about this consultation is available to view here:

<https://tottenham.london/explore/northumberland-park/explore-northumberland-park-key-principles-change>

## 2.2.3 Tottenham Area Action Plan Consultations

The Council has prepared the Tottenham Area Action Plan Development Plan Document that puts clear planning guidelines and policies in place to support local people's ambitions for long-term regeneration in Tottenham, bringing thousands of new homes, better access to jobs and employment and improved transport links. The Area Action Plan includes clear policy guidance about how change and development should come forward in the Northumberland Park area.

Since 2015, public consultations on the Regulation 18 and Regulation 19 versions of the Area Action Plan have taken place with an Examination in Public happening between August – September 2016. Subject to the Plan being found 'sound' by the Planning Inspector, the Area Action Plan will be reported to Regulatory Committee, Cabinet and Full Council for formal adoption in Summer 2017.

HDV will build on the consultation activities undertaken by the Council to date, and fully engage with local stakeholders to explore their views, wants, and needs. With the community, we will develop a shared vision, and test and develop the indicative masterplan and the other strategies and plans captured in this Business Plan to create a shared direction for the transformation.

## 2.3 Site Context

The site has a footprint of 32.6 hectares, and is located within the Northumberland Park ward of North Tottenham, adjacent to the borough boundary with the London Borough of Enfield and the Lee Valley Regional Park.

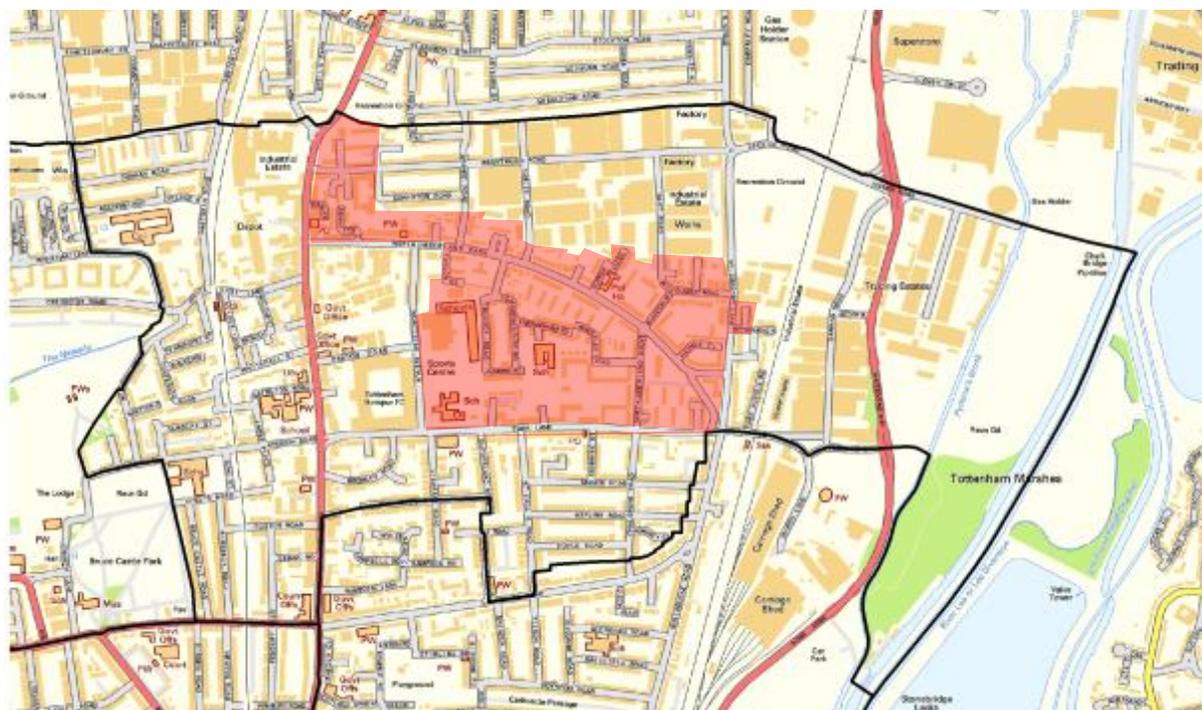


Figure 2-3 The Northumberland Park site and ward

It is bordered by Tottenham High Road and Tottenham Hotspur FC White Hart Lane stadium to the west, Park Lane to the south, Willoughby Lane to the east, and the industrial areas above Northumberland Park road to the north.

There are a variety of land uses across the site (including residential, retail and community) as well as different land ownerships, including Council secure tenants and leaseholders, and private tenants and freeholders (including individuals, companies, and housing associations).

In total, there are circa 2,000 existing homes on the site, with Council housing estates found between the High Road and Northumberland Park Station.

The housing includes a variety of typologies such as high rise towers, mid rise blocks above ground floor garages and low rise maisonettes and houses. External areas are generally in poor condition and the multiplicity of non-vehicular pedestrian routes between the blocks contributes to perceptions and the reality of a lack of safety and risk of crime in the area.

There are a range of community facilities that reflect the number of homes in the area including a special education needs school, two primary schools and one secondary school. Other community facilities include Somerford Grove Open Space located in the middle of the site, Park Lane Children's Centre and the Isle Amlot Centre.

The site supports a number of local businesses, including a parade of shops on Park Lane, and further shops on the High Road.



Figure 2-4 Complexity of existing landownership

As set out in the Tottenham AAP, regeneration will need to come forward in line with a masterplan prepared with resident consultation and comprehensive regeneration will be reliant on progressing the acquisition of properties within the site boundary as set out in the land assembly section of this Business Plan.

## 2.4 Site Constraints

### 2.4.1 Environmental

A desktop due diligence appraisal of the site has identified environmental constraints and opportunities, which are initially addressed by the indicative masterplan, and that will be fully explored and developed through the design, planning, Environmental Impact Assessment, and delivery stages.

Further site-wide and phase-specific detailed due diligence will be carried out on formation of HDV.

### 2.4.2 Public Transport

The site is served by several public transport connections to central London including:

- West Anglia main line train service from Northumberland Park Station to Tottenham Hale and Stratford Stations;
- Transport for London (TfL) overland trains from White Hart Lane Station to Liverpool Street Station; and
- Bus route numbers 341 (Waterloo), 476 (Euston), and W3 (Finsbury Park).



Figure 2-5 Public transport connections

Travel times to most central London locations are under 40 minutes, but frequency of service is poor. Existing PTAL ratings vary from two to four across the site, and the following transport improvements proposed are a key opportunity to support the regeneration:

Table 2-1 Proposed improvements to railway infrastructure

	White Hart Lane Station		Northumberland Park Station			
	Existing	Proposed	Existing	Proposed		
	2016	2018	2016	2018: West Anglia upgrade	2026: West Anglia four tracking	2033: Crossrail 2
Walking time from centre of site (Waverley Road)	10 mins	10 mins	5 mins	5 mins	5 mins	5 mins
PTAL rating	2-4	3-5	2-4	3-5	3-5	TBC
Frequency (per hour)	4	4 (additional capacity)	2	4	8	14 to 16
Travel time (mins)	Liverpool St: 21 mins	Liverpool St: 21 mins	Stratford: 17 mins Liverpool St: 21 mins	Stratford: 17 mins Liverpool St: 21 mins	Stratford: 17 mins Liverpool St: 21 mins	Stratford: c.10 mins Liverpool St: c.15 mins

HDV will support the Council in providing a robust Business Plan to support the investment that is necessary to fund these infrastructure improvements.

Existing cycle routes include National Cycle Network Route 1 to the east which connects Northumberland Park to Canary Wharf via the Lee Valley Park, and to the south local routes which connect into the wider London Cycle Network.

### 2.4.3 Adjacent properties

There are a number of key adjacent properties and landowners of strategic importance to the regeneration. These include Tottenham Hotspur FC to the west, the High Road West regeneration area to the north-west, Fredrick Knight Sports Ground and the Meridian Water regeneration to the north-east, and Lee Valley Regional Park and Northumberland Park Station to the east. Please refer to appendix 5 (Local Landownerships) for more detail.

## 2.5 Planning Context

Proposals for the regeneration of Northumberland Park will be considered against a hierarchy of national, regional and local planning policy and guidance, including:

- National Planning Policy Framework (NPPF)
- The London Plan (2016)
- The Upper Lee Valley Opportunity Area Framework (OAPF) (2013)
- Local Plan: Strategic Policies (2013)
- Unitary Development Plan (2006)
- Emerging policy framework
- Haringey Local Plan
- Alterations to Strategic Policies
- Development Management DPD
- Site Allocations DPD

- Tottenham Strategic Regeneration Framework
- Tottenham Area Action Plan
- North London Waste Plan
- Guidance, including London Housing SPG
- Mayoral and Haringey Community Infrastructure and S106 guidance

There are three listed buildings at the boundary of the western extent of the site within the High Road Conservation Area along the High Road. No works are proposed to these buildings as part of the indicative masterplan, but consultation will be carried out with the appropriate historical bodies and officers for the redevelopment of the adjacent phases.

HDV planning strategy responds directly to Haringey's adopted and emerging Local Plan, by:

- Adopting a portfolio based approach to rehousing, to improve the delivery of the objectives in the Local Plan at Northumberland Park;
- Integrating a wide range of innovative forms of housing typologies and tenure, to overcome viability constraints and meet housing needs;
- Targeting 40% affordable housing which represents a net increase of provision;
- Providing high quality design, produced by a range of world class designers who will work together to deliver coordinated variety across the sites;
- Respecting and enhancing the setting of heritage assets, and the Conservation Area;
- Reducing the inequality gap in outcomes between existing Northumberland Park residents and the rest of London. All proposals will be benchmarked and monitored against social and economic outcomes;
- Providing community infrastructure that creates opportunities for the broad spectrum of residents, empowers individuals and fosters pride in a community that becomes activated and healthy;
- Targeting delivery of 5,000 exemplary new high quality homes, contributing directly to the scale of the opportunity, housing need and the Council's planning housing targets;
- Creating zero carbon homes, in accordance with the Mayor's Housing SPG;
- Delivering homes, shops and offices that provide employment and business opportunities; and
- Delivering comprehensive regeneration and positive change that creates linkages and legibility, a variety of usable public spaces, a hierarchy of buildings and neighbourhoods.

Northumberland Park falls within the Greater London Authority's 60 hectare North Tottenham Housing Zone. HDV will ensure that the regeneration benefits from the associated policy and funding availability, to deliver great quality affordable homes and social infrastructure.

## 3 STRATEGIC APPROACH

In order to secure the HDV vision and approach, the following strategic initiatives and action plans will be put in place. These strategies will form an integral part of the Northumberland Park Business Plan and will be continually reviewed and assessed, to ensure they meet the demands of the market. HDV will moreover, continually challenge the embedded targets, to drive further regeneration of the area.

The development of these strategies will be an ongoing process and will encompass the views of a wide variety of stakeholders from across the community. HDV will seek to establish the needs of the community at large, and place these issues at the forefront of the partnership's aspirations.

The following strategies will, by necessity, evolve as the requirements of all stakeholders are taken on board, and will inform action plans that will not just relate to the built form, but will also seek to address wider social, economic and place making impacts.

All strategies and action plans will be subject to vigorous review by the partners and will only be adopted when both have had appropriate time and information to assess their potential impact and understand fully the likely outcomes of such approaches.

### 3.1 Design Strategy

**HDV WILL PLACE PEOPLE AT THE HEART OF THE DESIGN PROCESS THAT WILL DELIVER THE COUNCIL'S ASPIRATIONS FOR GROWTH AND SUPPORT A SUSTAINABLE COMMUNITY; WITH AN INCLUSIVE MIX OF HIGH-QUALITY NEIGHBOURHOODS WHERE FRIENDSHIPS WILL FORM AND COMMUNITIES WILL FLOURISH.**

An indicative masterplan for the regeneration has been developed alongside this Business Plan that has informed the financial modelling embedded in the HDV Strategic Business Plan. However, from day one the HDV will engage with the existing residents and business operators of Northumberland Park to test options for the regeneration, which will inform the development of an agreed masterplan. The Place making section of the HDV Strategic Business Plan includes a description of the approach that the HDV will use in designing high quality homes, shops, and offices that be integrated into the regeneration plans for Northumberland Park.

#### 3.1.1 Approach to Regeneration

The HDV's approach to master planning is 'people first, then life, then places'. HDV will develop a masterplan that will become a game-changer for estate regeneration, and a catalyst for social and economic outcomes across Haringey.

HDV will adopt a truly collaborative approach to testing and developing the vision and regeneration with local people through a comprehensive engagement process that will enable them to help shape their new homes and neighbourhoods, and in doing so engender ownership and civic pride. There will be an increased number of affordable homes through the regeneration, all of the existing tenants and resident leaseholders who will need to be moved as a result of the proposals will be offered the opportunity to be rehoused on site through the right to return commitment from the Council. The tenure and mix of new homes will ensure a diverse and inclusive community that will be equal to the best in London, but with a community spirit that is authentic to Haringey.

As part of the HDV bid process, an indicative masterplan has been developed for Northumberland Park that is intended to meet the needs of the local community, existing

residents, and future occupiers. The Bid process has not allowed for any community or stakeholder engagement to inform this plan to date, however, on formation of the HDV it will be tested, adapted, and developed, with engagement with the local community to create the best possible regeneration solution. This process will build on the consultation that has been undertaken to date by Haringey Council, and give stakeholders genuine options in how the estate is regenerated.

HDV will focus on local people improving their prospects, engendering healthier lives, improving safety and enabling community pride to flourish. It will support the Council's objectives to deliver growth through an intensification of land-use that provides new and improved housing in a mix of tenures and new employment spaces.

The proposed environments will be safe, sociable, sustainable, and build on the success Lendlease has experienced in creating similar spaces globally and across London. The public spaces at the heart of the indicative masterplan will be fundamental to community identity and will differentiate Northumberland Park from other residential neighbourhoods in Haringey and London. The urban squares and parks will become the focal point for community life, encouraging positive social interactions and physical activity through integrated green spaces, local shops and healthy food and beverage offerings, just as a village green serves this function for a rural community.

Innovation in sustainability will be harnessed to deliver performance that aligns with the Council's 40:20 target and zero carbon vision and explore the potential to become part of the C40 Cities Climate Positive Development Program.

HDV have a clear ambition for the regeneration of Northumberland Park. It will create a place that fosters community interaction and social cohesion; enabling future communities to have a strong identity and sense of pride in the place that they live and work, with access to opportunities that are equal to the best in London.

### 3.1.1.1 Indicative Masterplan Principles

The regeneration will adopt four core place making principles, which prioritise people and life:

#### 1: Permeability

Breaking social isolation, and connecting Northumberland Park to its surroundings with a network of new streets between Park Lane and Northumberland Park road. This will increase footfall, thereby increasing safety and perceptions of safety, and encourage greater participation in place, empowering community pride.

#### 2: Legibility

Putting the park into Northumberland Park, creating a destination and hub for the community which is clearly visible from the local area.

#### 3: Accessibility

A green spine connecting a series of quality public open spaces, enhancing existing habitat areas, and creating areas of social interaction, physical activity and inclusion by embedding the 'Power of 10' principle; ten different opportunities for residents of all ages and interests to live healthier lives in each of the public spaces that it connects.

## 4: Vitality

A vibrant mix of uses that will generate life and vitality. Northumberland Park will provide opportunities for all; from shopping, to starting a business in the Creative Hub, to high quality GP facilities in the Health and Wellbeing Centre or hanging out with neighbours in the park.

### 3.1.1.2 Indicative Masterplan commitments

The existing estate will be transformed into a new quarter which will be full of life, and provide opportunities equal to the best in London. HDV will deliver the Council's vision of 'mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives'. Northumberland Park, will become a place that thrives, where people feel safe and where they will feel that they belong.

<b>HOMES</b> 	NEW BUILD UNITS 5,003		
<b>AVERAGE DENSITY</b> 	155 DWELLINGS PER HECTARE	466 HABITABLE ROOMS PER HECTARE	
<b>MIX</b> 	OMS & PRS STUDIO = 5% 1 BED = 40% 2 BED = 45% 3 BED = 10% 4 BED = NA	AFFORDABLE RENTED STUDIO = NA 1 BED = 15% 2 BED = 43% 3 BED = 32% 4 BED = 10%	AFFORDABLE INTERMEDIATE STUDIO = NA 1 BED = 20% 2 BED = 50% 3 BED = 25% 4 BED = 5%
<b>COMMERCIAL</b> 	RETAIL 4,000 SQ.M GEA	OFFICE 42,000 SQ.M GEA	WORKSPACE 2,000 SQ.M GEA
<b>EDUCATION</b> 	PRIMARY 4FE 840 PUPILS	SECONDARY 10FE 1650 PUPILS (1350 + 300 POST 16)	SKILLS CENTRE Employer led vocational training
<b>COMMUNITY</b> 		HEALTH & WELL-BEING CENTRE 4,841 SQ.M	
<b>PUBLIC OPEN SPACE</b> 	PUBLICLY ACCESSIBLE SPACE 11.87 HA. (37%)	<ul style="list-style-type: none"> <li>● PAXTON SQUARE = 0.27</li> <li>● ALMOND GARDENS = 0.43 HA</li> <li>● NORTHUMBERLAND PARK = 1.3 HA</li> <li>● WILLOUGHBY PLAZA = 0.4 HA</li> <li>● WALTER TULL GARDENS = 0.15 HA</li> <li>● STATION PLAZA = 0.24 HA</li> </ul>	

Figure 3-1 HDV targeted delivery outcomes from the indicative masterplan

Regeneration objectives targeted in the indicative masterplan include:

- Circa 5,000 new homes across seven residential neighbourhoods;
- Circa 5,500 direct new jobs during construction, and 4,000 in the completed development;
- New shops, cafés, and restaurants;
- Office cluster or university campus;
- Creative Business Hub providing opportunities for local makers and businesses;
- Skills and Employment Hub providing circa 3,250 skilling outcomes (subject to testing existing programmes);

- New Northumberland Park Community School and The Vale School facilities providing educational outcomes equal to the best in London;
- Health and Wellbeing Centre as a civic and community heart for the regeneration;
- A green spine connecting four major new public spaces, encouraging physical activity within the local area; and
- Park Lane enhanced to become regional green connector with cyclist and pedestrian priority.

### 3.1.1.3 Distinctive neighbourhoods with a sense of community

Northumberland Park is not one single place, but a series of inter-connected neighbourhoods. The regeneration will connect these neighbourhoods into a cohesive whole, whilst enhancing and strengthening their individual identity, with distinctive public open spaces and building types.

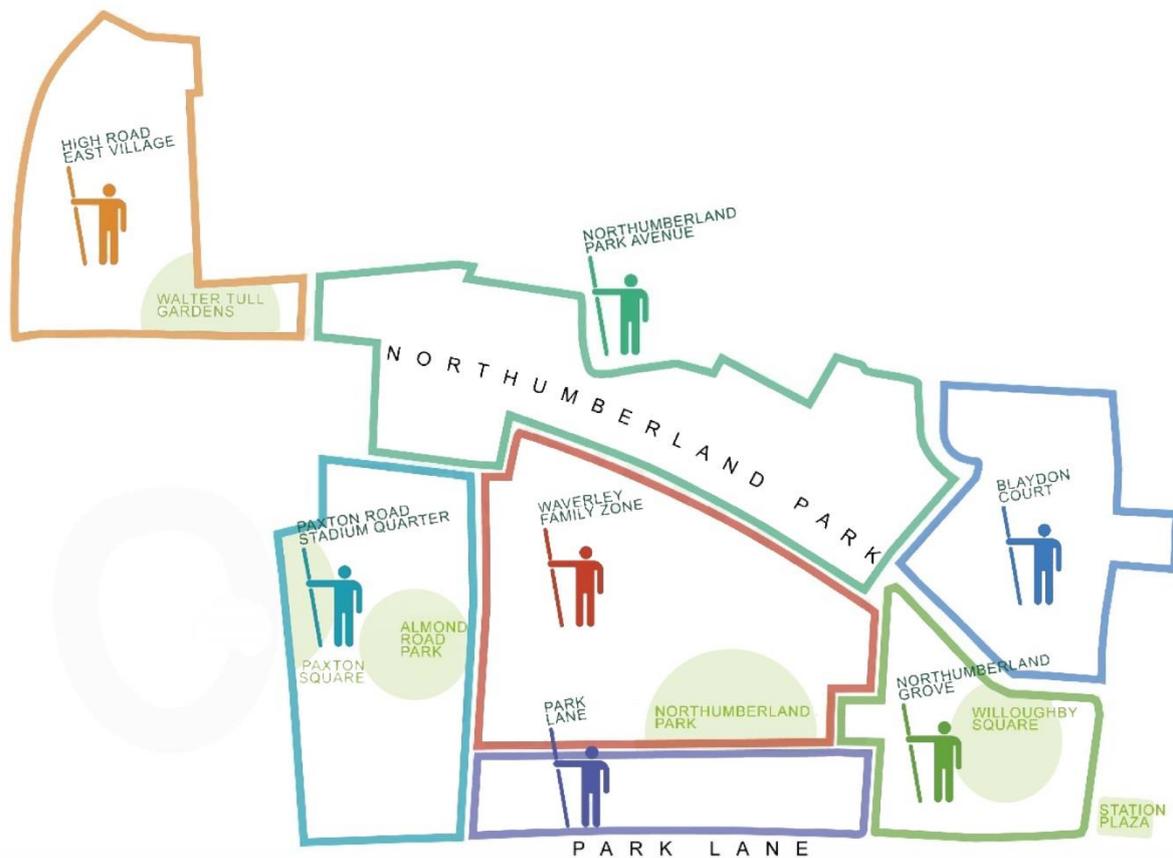


Figure 3-2 Indicative Northumberland Park distinctive neighbourhoods

- **Northumberland Grove:** At the eastern gateway to the site and close to the proposed Crossrail 2 station, HDV will target the creation of a cluster of office or university buildings with ground floor restaurants around Willoughby Square, and tall residential buildings. HDV will seek to drive mutual business and education benefits from the adjacencies of employment spaces with the new Northumberland Park Community School and The Vale Schools.
- **Blaydon Court:** An education neighbourhood with opportunities for shared community facilities in a well-connected space framed by lower-rise residential development, with enhanced green links to the Frederick Knight Sports Ground.

- **Park Lane:** The independent 'High Street' for Northumberland Park, providing key pedestrian and cyclist links to the wider borough, a vibrant café and shopping scene, and the gateway to the park.
- **Waverley Family Zone:** The heart of the regeneration, a low-density family zone at its geographical centre, benefiting from the new central park, and close proximity to the green spaces of Almond Street Gardens, with the potential for offering of a variety of activities linked by the green spine.
- **Paxton Road Stadium Quarter:** Adjacent to the Tottenham Hotspur stadium redevelopment, and focused around Paxton Square, this area has opportunities to include tall buildings grounded by urban youth activity and a Creative Business Hub. This neighbourhood will target young professionals and creatives who are seeking a vibrant and active place to rent or own in a higher density environment.
- **Northumberland Park Avenue:** A celebration of the residual historic grandeur of the original villas, the existing character of this fine road is enhanced with infill development, additional greening and communal front gardens. It will attract a variety of new and existing residents to locate there.
- **High Road East Village:** An opportunity for a higher-density northern gateway to the site that features residential development within a landmark tower and vibrant retail along the High Road including pop-up markets. It will be designed to ensure cohesive integration of place with the High Road West regeneration.

#### 3.1.1.4 Scale and massing

HDV will seek to optimise density to maximise the delivery of new, high quality homes and employment opportunities in accordance with the London Plan, and in doing so will contribute significantly to Haringey's housing delivery targets and the objectives of the Haringey Local Plan and the Tottenham Area Action Plan.

Site-wide residential density will vary across the regeneration, in response to its varied context and public transport accessibility, and the London Plan.

Tall buildings adjacent to the new Tottenham Hotspur FC stadium development to the west, could provide a signpost for the regeneration and respond to the existing consented residential buildings. Similarly tall buildings (circa 20 storeys) in the east would help support the infrastructure spend associated with Crossrail 2. Mid and lower-rise development could be provided across the heart of the regeneration to provide hundreds of new homes for families focused around new public open spaces, and from three-storey town houses to eight storey mansion blocks and some taller buildings. The result will be a transformational regeneration of Northumberland Park that will optimise the potential of the site in accordance with all relevant planning policy objectives and provides a range of housing options that support a variety of household types, and personal preferences (in accordance with the London Plan and the Haringey Local Plan).

Please see appendix 13 (Indicative Masterplan Drawing) which shows the indicative masterplan drawing that relates to the proposals set out in this Business Plan.

### 3.1.2 Public Realm

#### 3.1.2.1 Key objectives

The public realm will be one of the key things that differentiates Northumberland Park from other residential areas in Haringey and London and where the identity of place will be grounded for generations to come. The indicative masterplan proposes a generosity of new public spaces each with its own independent character but interconnected by a green spine.

The public realm will provide the backdrop for promoting positive social interactions throughout people's lives; places within which neighbours will meet, friendships will form, and communities will flourish. It will feel inclusive for all, engender belonging and pride, and feel safe 24 hours a day.

HDV will work with the local community, landscape architects, nature champions, and artists to develop an identity for the public realm that accentuates the identity of individual neighbourhoods, and unifies the whole. The activation strategy and types of spaces that will be targeted are described below.

### 3.1.2.2 The 'Power of 10' open space strategy

The public realm will embed the 'Power of 10' principle, with each public space providing at least 10 things to do; a series of activities and smaller-scale experiences that will establish the place as a must-visit and loved destination. Inclusiveness is at the core of this strategy, providing public spaces for a diverse community, and creating delight for people of all ages, interests and cultures.

Some of the activities will be unique to their particular place, reflecting the cultures and histories of the surrounding community, others will be common though the spaces. They will include places to sit, playgrounds to enjoy, space to exercise, sports to play, art to touch, music to hear, things to learn, food to eat, walls to vault, history to experience, and people to meet. Local residents will be the best source of ideas for what will work best. A series of Northumberland Park Ideas Lab sessions will be arranged along with community competitions and collaborative design workshops to ensure that the diverse local community defines and curates the key public space uses.



Figure 3-3 The Power of 10 strategy enlivening the public realm

### 3.1.2.3 Green Spine

The green spine will connect the public spaces, and unify the neighbourhoods. It will enable local pedestrian and cycle movement through the development and beyond, helping promote physical activity within the area, safely away from traffic. It will provide a physical and civic connection between the new homes, offices, shops and cafés, and the core elements of social infrastructure including the new school and Health and Wellbeing Centre. It will be the focal point for a shared community life that will encourage residents to actively engage and interact.



HDV will collaborate with landscape architects, nature champions, artists, and local people to design the green spine such that it will unify the public spaces to make them more accessible and inclusive, and express the different characters of the neighbourhoods and communities that it connects. This approach has been successfully executed in the Superkilen public park in Denmark where artists and landscape consultants in collaboration

with local people have adorned a cycle and pedestrian route with paving, seating, art and soft landscape to regenerate a social and economically challenged suburb of Copenhagen. We will also look to support the Council's pilot Creative Enterprise Zone (CEZ), to work with community groups and cultural providers within spaces within the scheme.

#### 3.1.2.4 Station Plaza and Willoughby Square

Station Plaza could provide the entrance to the green spine from Northumberland Park Station, and a new urban setting for the proposed Crossrail 2 station with opportunities for further enhancement beyond the site boundary. It will merge seamlessly with Willoughby Square to provide seating and fountains under an avenue of trees.

The resulting hard landscaped area will be a place where children might congregate before and after school, with cafés and restaurants that support school drop-offs, and provide a place for office workers, university students to gather for lunch or CEZ's to establish within. It will be activated by the movement of people, street performers, interactive art, outdoor exhibitions and food trucks, complemented by Wi-Fi seating areas, and quiet planted edges with places to relax.

#### 3.1.2.5 Central Northumberland Park

The central park will be the major public space in Northumberland Park and a 'park of plenty' for Haringey that provides opportunities for people from all walks of life to come together and connect. The park will foster a sense of pride and collective ownership.

There are opportunities to include the following key features:

- A simple path network that connects key arrival points to the Health and Wellbeing Centre;
- An open lawn area for informal recreation;
- Curated outdoor rooms with a range of activities that will provide exciting experiences for the community to gather;
- A spill out space for the Health and Wellbeing Centre; and
- A adventure playground.

#### 3.1.2.6 Almond Road Gardens

Almond Road Gardens provides an opportunity to create a more domestic and intimate local park than the major public space of central Northumberland Park. It could attract local residents to its doorstep green space, colourful planting, quiet areas and opportunities for community food growing. At its heart could be a children's play area, supported by an adjacent café.

The gardens could provide open lawn areas to be inhabited by the community, rolling slopes for relaxing, and generous seating and tree planting.

#### 3.1.2.7 Paxton Square

The new Tottenham Hotspur FC stadium presents a strong, iconic form to Worcester Avenue with a key eastern entrance located at the widest point of the stadium.

Paxton Square can provide a robust and flexible paved area that would operate as a fan zone during stadium matches or events, and host a wide range of other events and activities throughout the year, including farmers' markets, maker events, youth competitions, or seasonal events.

There is the opportunity for youth activity zones to be integrated to the north and south of the square such as skateboard parks, parkour structures (for street running) and basketball courts. Additional opportunities include housing a Creative Business Hub along the ground floor of buildings around the square comprising co-working offices, cafés, and individual studios available to local businesses on flexible terms.

The square will have potential to provide free Wi-Fi and charging points and a focus for youth activities and urban creatives.

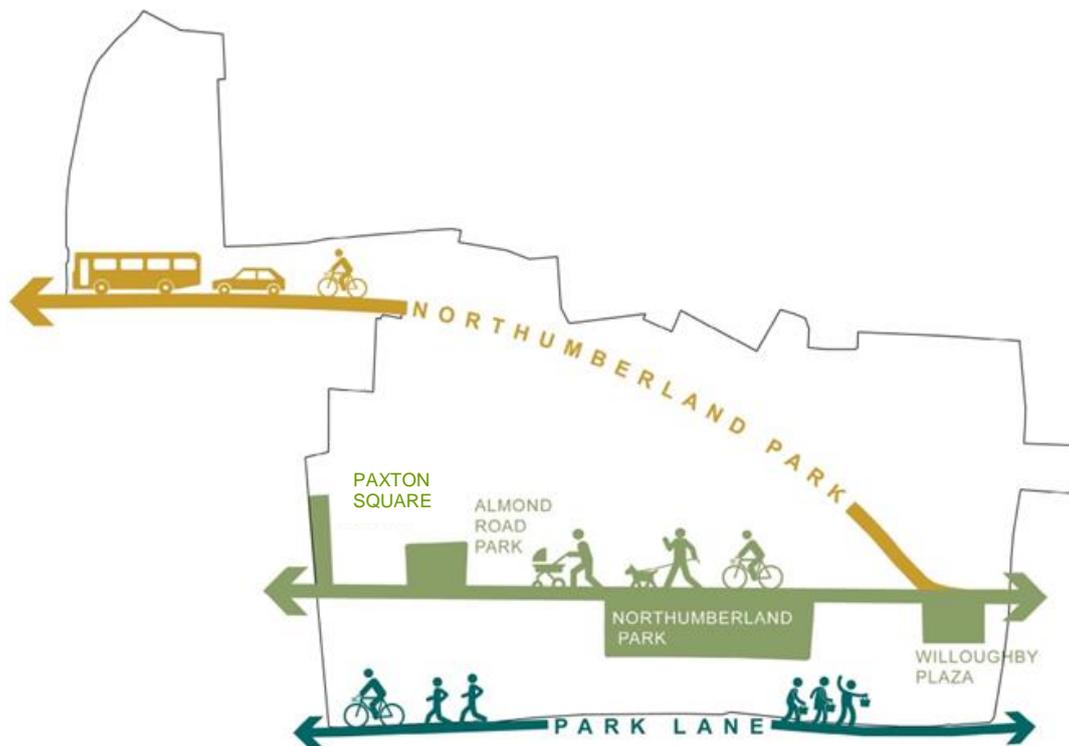


Figure 3-4 Primary east to west routes

### 3.1.2.8 Streetscape Strategy

The HDV will adopt a streetscape strategy that will fully integrate Northumberland Park into its surrounding context, and establish a variety of routes that will support a flourishing local community and thriving economy. It will offer a legible hierarchy of streets that will harness existing key routes to unify the new development, and create regional connections to strategic local assets such as Tottenham Hotspur FC and the High Road West regeneration. It will supplement these with additional routes that will break existing barriers and connect currently separated areas of the estate.

Pedestrians and cyclists will be positioned as the priority users and streets will be clear and legible with well-designed wayfinding and lighting. All streets will be designed in accordance with Secure by Design principles encouraging footfall and passive surveillance, to ensure a safe and secure environment 24hrs a day. The indicative masterplan proposes that:

**Park Lane** will continue to support the existing local shopping offer and provide the primary east-west connection between Northumberland Park Station and Tottenham Hotspur FC. Street enhancement and greening will transform its existing poor condition and create a regionally important cycle and pedestrian proprietary connection to Bruce Castle Park and



the Lee Valley Park, facilitating city-wide green infrastructure connectivity and the implementation of new recreational uses such as cycling routes and educational uses such as at Forest School. Landscapes will be robustly designed to support the principal match day footfall to the stadium, and a vibrant restaurant /café scene as a complementary offer to the high-street stores on the High Road.

**Northumberland Park** is an existing tree-lined avenue connecting Northumberland Park Station to the High Road West regeneration area that is a key strategic vehicular route providing regional bus connections. Its existing condition will be enhanced with landscape improvements that will provide linear parks to accommodate community events, and poor quality housing stock replaced by sensitive residential infill.

A **green spine** will be introduced as a primary local pedestrian and cycle route through the regeneration. It will provide a safe route for children between local schools and the Health and Wellbeing Centre.

New **north-south routes** will connect Northumberland Park to Park Lane and the community beyond, ensuring permeability and footfall through the indicative masterplan, and improved perceptions of safety;

**Connections to Tottenham Hotspur FC** will be improved with streetscape works including tree-planting, re-paving, enhanced lighting, and better wayfinding. Worcester Avenue will connect with Paxton Square to provide an appropriate urban setting for the new eastern entrance to the stadium. Park Lane will be improved to continue as the main pedestrian thoroughfare on match days, and the green spine will provide a local connection to the eastern entrance that may also function for NFL matches.

A **new enhanced pedestrian route** will be provided between Northumberland Park Community School and The Vale School and the Frederick Knight Sports Ground. Additional street enhancements (including traffic calming and tree planting), will be completed to better connect Northumberland Park to the High Road West and Meridian Water regenerations.

### 3.1.2.9 Lee Valley Park Strategy

The 26-mile-long, 10,000-acre linear Lee Valley Regional Park is one of London's largest Metropolitan Open Spaces and accommodates a significant portion of National Cycle Network Route 1. The Lee Valley Regional Park Authority is the statutory body responsible for managing and developing the park and has a vision to develop and preserve leisure, recreation, sport and nature throughout the park.



Northumberland Park is ten minutes' walk to the west of the park, but it is poorly connected and underused by residents' due to the poor quality of the existing streetscape, a hard-to-penetrate industrial edge and the Northumberland Park station level-crossing.

In accordance with the Council's objectives set out in the Tottenham Green and Open Spaces strategy, the HDV will significantly enhance physical connections to the park via streetscape improvements to Park Lane and support a co-ordinated programme of improvement works with the Park Authority. A programme of activities and events will encourage behaviour-change amongst local residents such that the park becomes part of their daily lives. Opportunities that will be considered include enhanced pedestrian and cycle

connections to the National Cycle Network Route 1 and establishing a Forest School programme within the park in partnership with a school within the site boundary.

#### 3.1.2.10 Place management strategy

The long-term success of Northumberland Park will be dependent on a robust place management strategy to ensure the public realm is adequately maintained for the long-term. The estate management strategy in this Business Plan describes the structure and controls that will be put in place to deliver this, including a zero-tolerance approach to litter and vandalism from the onset. Additional resource will be applied to the management of initial phases in order to establish a precedent of care and stewardship. HDV will support and enhance existing programmes activated by the Council, to engender a behavioural change, and pride in place that will over time reduce the management burden.

### 3.1.3 Site Specific Design

#### 3.1.3.1 Introduction

The indicative masterplan includes draft design proposals for the current site of the Northumberland Park Community School and The Vale School which will establish a benchmark for the quality of spaces and housing to be delivered across the wider masterplan.



#### 3.1.3.2 Key principles

Tenure-blind homes are proposed within residential towers, mansion blocks, maisonettes and terraced houses that are clustered around raised courtyard gardens that conceal refuse, cycle storage, and car parking. Communal gardens will provide doorstep play for 0-5s, visual amenity and outside space including communal Grow Gardens that promote physical exercise, health and wellbeing and neighbourliness for all residents.

A range of building heights will be incorporated into the regeneration. Buildings will be designed to provide a variety of architectural styles, which will be co-ordinated by a Masterplan Design Code and a robust pallet of materials to ensure visual coherence. All buildings will support a mix of home sizes and tenures that will accommodate a broad range of households.

Quality residential accommodation will be provided throughout. HDV will adopt an inside-out approach to design, conceiving and designing homes in order that they will both satisfy the needs, and delight, the people who will live in them. The majority of homes will be double aspect and all homes will be light and airy and include external space.

Robust, low-maintenance design will ensure that the buildings are inherently durable and long lasting. Innovative design solutions will be considered, including low volatile organic compound materials and full Forest Stewardship Council chain of custody on all timber products and homes made from cross laminated timber.

### 3.1.4 Added Value Outcomes

The HDV vision and indicative masterplan set out in this Business Plan includes significant added value outcomes over and above what is included in most urban regeneration schemes. It represents a physical transformation and delivery approach that directly links to social and economic outcomes:

- A game-changer for estate regeneration that will rehouse existing residents, and provide an inclusive mix of housing to suit every income range;

- A Business Plan targeting 40% affordable housing;
- A comprehensive and holistic approach to community engagement, that will embed local people at the heart of change;
- Significant social infrastructure embedded in every phase of the regeneration;
- A Health and Wellbeing Centre that will form the civic and community heart of the regeneration;
- Over 5,500 jobs equivalent to £536m value created during construction;
- Over 4,000 jobs equivalent to £3.4bn value created during the first 20 years of operation of the completed regeneration;
- Over £1.3bn spend by residents during the first 20 years of operation;
- Over £51m of council tax receipts in first 20 years of operation;
- 3.5 hectares of high quality activated public open space that will drive community pride and healthy lifestyles; and
- Places that will bring delight and support a sustainable community for generations to come.

Over and above what is included in this Business Plan, there are significant additional opportunities for HDV to influence greater transformation and add further value, both inside and outside of the site boundary. These will be further investigated through stakeholder engagement during the 100 day launch plan, and if appropriate adopted by HDV.

Optionality associated with the regeneration of Northumberland Park is detailed below.

#### 3.1.4.1 Outside Broadcast Space

The HDV will work with Tottenham Hotspur FC to find a suitable design solution for their outside broadcast space requirements. During the 100 day launch programme HDV will and consider alternative design solutions.

#### 3.1.4.2 Expanded Station Plaza

The indicative masterplan incorporates a station plaza at the main arrival point to the green spine, however, the proposed station improvements may demand a more generous public realm than is afforded by the proposed arrangement. Significant place-making improvements could be delivered and value added through the creation of a new retail-fronted extension to the proposed Station Plaza that will give the station greater civic presence, and deliver more homes and employment opportunities.

#### 3.1.4.3 Lee Valley Park Eastern Gateway

The Lee Valley Park is a largely underused and undervalued asset. The draft proposals will forge greener pedestrian and cycle links to the park, however, the introduction of the proposed station improvements will unlock significant further enhancement. In the immediate vicinity of Northumberland Park Station, Lee Valley Park is fringed by a collection of warehouses, electrical transformers, vehicle storage and allotments. HDV will test options to further transform Haringey's residents' relationship to the park and create significant commercial value through a series of interventions, including a gateway mixed-use development, and infrastructure and landscaping improvements. Such proposals would further improve the business case for the proposed Crossrail 2 station.

#### 3.1.4.4 Retail Improvements

The regeneration and new retail offer is likely to catalyse general improvements in the retail provision in the wider area. HDV will build momentum by undertaking early improvements to local sites within the Commercial Portfolio, and by working with local landowners to uplift

quality (possibly through the instigation of a Business Improvement District). However, it may be that the strategic acquisition and improvement of some existing units will facilitate quicker and more appropriate improvements.

## 3.2 Residential Use Strategy

**HDV WILL TARGET DELIVERY OF 5,000 QUALITY NEW HOMES IN SEVEN DISTINCT MIXED TENURE NEIGHBOURHOODS WHERE PEOPLE WILL LOVE TO LIVE. THE MIX WILL ENABLE A DIVERSE AND TRULY INTEGRATED COMMUNITY OF LONDONERS OF EVERY INCOME LEVEL, HOUSEHOLD SIZE, AND SPECIFIC NEED.**

### 3.2.1 Key Objectives

Existing housing predominantly comprises purpose-built, council housing blocks, which offer a limited mix of size, type, and tenure of home, and have not helped to create mixed and balanced communities.

The long-term success of Northumberland Park relies on the creation of a successful place where people will want to live and where communities will thrive. Critical to this is good design, good management and a mix of tenures which are affordable to a range of household types and incomes. HDV will address this by delivering a mix of neighbourhoods and high-quality new homes with a diversity of tenure, typology and pricing that will create an inclusive community for all.



HDV propose through the regeneration to create a series of neighbourhoods influenced by the character of their existing populations, location, scale and contextual identity. Some of these neighbourhoods will be more suited to certain designs and sizes of homes and therefore attract a higher density outcome, suited to particular tenures.

HDV's indicative masterplan proposes how the estate may be subdivided into these areas, as well as potential names for them – these will be tested and adapted through engagement of the local community. An example is the quiet and low-density Waverley Family Zone that is likely to attract more families, whereas the more urban and vibrant Paxton Road Stadium Quarter is likely to attract more young people and singles. The completed development will feel like London at its best - diverse and rooted in place.

Homes delivered by HDV at Northumberland Park will meet the following objectives:

- Include a range of both rental and ownership, and private and affordable tenures, that will accommodate people of all income ranges;
- Support the Council's ambition to increase provision of affordable housing and to rebalance provision within the borough;
- Provide homes to suit the specific needs of the Council's existing tenants who will be given the right to be rehoused on site through the right to return commitment from the Council should they need to be moved as a result of the proposals;
- Include a range of types, sizes, and need specific designs that support a balanced and diverse community;
- Be exceptionally designed and tenure-blind;
- Be deliverable at momentum to drive transformation and at a scale that will contribute significantly towards the Council's housing targets;
- Include diversity of private tenures to include ownership and rental homes;
- Include quality internal and external communal spaces that encourage neighbourliness and belonging; and

- Reinforce a strong identity and brand for HDV and Northumberland Park to obtain good market positioning.

The scale of the HDV home-building opportunity allows us to consider innovative and ambitious approaches, such as the creation of local factories or assembly plants to form the vital components in the delivery of homes.

## **3.2.2 Market Analysis**

### **3.2.2.1 Open Mark Sale Housing (OMS)**

House prices in Northumberland Park average at £435 psf<sup>3</sup>, however, independent research indicates that prices are improving (5.1% postcode growth in the first half of 2016) and are forecast for further increases in line with the current London trends for outer boroughs.

The delivery section of the HDV Strategic Business Plan includes analysis of the wider London market, and appendix 6 (Market Context) of this Business Plan includes a specific analysis of the market relating to Northumberland Park.

### **3.2.2.2 Private Rental Sector Housing (PRS)**

The Private Rental Sector (PRS) is growing rapidly in London, driven by the shortage of housing and its unaffordability to much of the population. The delivery section of the HDV Strategic Business Plan includes an analysis of the wider London PRS market, and appendix 6 (Market Context) of this Business Plan includes a specific analysis of the market relating to Northumberland Park.

The existing Mosaic type 'O' population presents a probable market for an improved rental offer; it is likely that they will experience growth in their careers and earnings that will run concurrently with the transformational change brought about by the regeneration.

During the regeneration, new renters will be attracted by improved transport connections and place making, coupled with a relatively affordable pricing in comparison to other North London and Zone 3 locations.

### **3.2.2.3 Affordable Housing**

The Northumberland Park ward census data provides useful intelligence about the existing housing stock that has informed the affordable housing offer embedded in the Business Plan. Engaging existing households to fully understand their specific affordable housing requirements will be critical to successful regeneration.

## **3.2.3 Housing Offer**

### **3.2.3.1 Housing Tenure**

HDV will deliver homes of market, affordable, rental and ownership tenure that will support a diverse and truly integrated community of Londoners of every income level. It is these residents who will bring the life and vitality that will make Northumberland Park a truly great place to be.

Middle-income individuals and families will be enabled to live in Northumberland Park, alongside high and low-income households. The provision of a variety of residential accommodation across the development will be a key ingredient in the creation of a

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<sup>3</sup> Land registry Oct 2016

sustainable community for the long term, and enhance the economic success of the regeneration.

Market homes will be designed in accordance with planning policy, but with flexibility of OMS or PRS tenure to enable a more inclusive mix of tenures and enable delivery momentum to be maintained in market downturns.

#### 3.2.3.2 Housing Offer Generally

HDV will provide a balanced mix of home sizes and type that will be designed to meet or exceed all relevant design standards.

In co-ordination with council, HDV will seek to design homes to suit the specific needs of various household types where possible, for example accessible homes for the disabled, sheltered accommodation for the vulnerable and additional habitable rooms for family accommodation in line with Wheelchair Home and Lifetime Home requirements.

#### 3.2.3.3 Affordable Housing Offer

The affordable housing offer is a key component of HDV's approach to put people at the heart of change. The indicative masterplan targets 40% affordable housing, which represents a net increase in provision of affordable homes proposed on the site. Any of the existing tenants and resident leaseholders who will need to be moved as a result of the proposals will be offered the opportunity to be rehoused within new quality homes on site through the right to return commitment from the Council. The remainder of the new affordable homes will accommodate a balanced and diverse community of new Haringey residents across a range of affordable eligible income levels.

Affordable homes will be included in every phase of the development. Early phases will be designed to accommodate the needs of the existing council tenants and resident leaseholders rehoused from other parts of the estate.

Affordable tenures will include a range of sub tenures that will accommodate a balanced mix of affordability to all households (the HDV Strategic Business Plan provides more detail).

The indicative masterplan assumes that where any demolition of existing council homes is proposed, there will be a like for like habitable room re-provision (in line with the Council's key housing strategies and policies). HDV will work with Council to understand the actual need for re-provision through all phases of the regeneration.

Further detail on the affordable housing offer is contained in the Financial and Commercial section and Delivery section of the Strategic Business Plan.

### 3.3 Employment Space Strategy

**HDV WILL DELIVER EMPLOYMENT SPACE THAT WILL PROVIDE A VARIETY OF BUSINESS AND JOB OPPORTUNITIES. NEW SHOPS, CAFÉS, AND RESTAURANTS WILL ENABLE CONTINUITY OF EXISTING LOCAL BUSINESSES AND JOBS, AND PROVIDE OPPORTUNITIES FOR MORE TARGETTING 4,000 NEW JOBS IN THE COMPLETED DEVELOPMENT, AND 5,500 NEW JOBS DURING CONSTRUCTION.**

### 3.3.1 Key Objectives

Investing in the local labour market's preparedness, knowledge and skills is the cornerstone of developing an employable and competitive workforce. It also creates pathways for residents to access employment opportunities beyond construction which is a fundamental route out of long-term and multigenerational poverty. Through Northumberland Park, HDV has a unique opportunity to create the physical places and the targeted programmes to give residents this opportunity.



The objective of the employment space strategy at Northumberland Park is to:

- Create employment opportunities for any existing local residents with relatively low educational attainment and workplace skills;
- Motivate, inspire and support people with their learning development;
- Provide opportunities to progress to higher education and into employment;
- Deliver the Council's objective of driving growth and employment from which everyone can benefit;
- Address key barriers to finding and sustaining employment;
- Harness connectivity improvements to central London and Stanstead to drive employment growth;
- Provide employment opportunities that are accessible to local residents of all capabilities and ages, within a retail, commercial, and workspace offer;
- Foster local enterprise for businesses to start-up, succeed and grow, within the retail;
- Provide a creative workspace offer to build on Tottenham's pilot Creative Enterprise Zone;
- Create a vibrant mixed-use quarter that will bring life and enhance place-making outcomes for the community; and
- Endeavour to include low rent opportunities to encourage start up, creative businesses.

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

### 3.3.2 Commercial Offer

#### 3.3.2.1 Key Objectives

The objective of the commercial offer at Northumberland Park is to provide:

- Start-up opportunities for local businesses with a particular focus on creative industries;
- A campus that will attract new businesses or tertiary education establishments to the area who will benefit the economy with increased local spend and whose employees will become purchasers or tenants of the new market housing; and
- A mixed-use environment with a day-time economy, that will increase the life and vitality of place and help drive the viability of the local retail offer, and thus the attractiveness to residential purchasers and tenants.

#### 3.3.2.2 Market Analysis

Tottenham is recognised as a growth area for the creative industries, typically comprising small business or sole practitioners who are attracted by low rents and the cluster effect of other like-minded businesses. GLA and Haringey policy initiatives promote the growth of such uses through creative enterprise zones.

Haringey and Tottenham in particular, is not currently a proven office or university location. However, the connectivity improvements proposed for Northumberland Park station, coupled with the transformational placemaking of the regeneration and the growing trend for relocation of central London businesses and universities to secondary or tertiary locations, together create an opportunity to attract an anchor tenant that will deliver on HDV's key objectives and attract other likeminded tenants.

Prospective tenants include large corporates, or academic institutions seeking improved quality space and amenity at lower rent, and the opportunity to cluster with likeminded organisations. Further market analysis is included in appendix 6 (Market Context) to this Business Plan.

### 3.3.2.3 Strategy

HDV will provide spaces that are inspiring, adaptable and designed to accommodate more agile ways of working; optimum environments that keep people energised, healthy, engaged, and motivated to perform at their best.

### 3.3.2.4 Office/University Cluster

HDV propose to drive support for and benefit from the proposed infrastructure improvements to Northumberland Park station (including Crossrail 2), by creating an office/university cluster at the eastern edge of the site as one of the last phases to complete. This would significantly improve the prospects for local residents by providing a significant number of new jobs, as well as providing opportunities for links to local schools and training facilities.

HDV will also seek to attract existing partners to the Council such as Durham and Birkbeck Universities. Major commercial office or university tenants will be sought that will create the daytime economy, employment opportunities, and local spend targeted by HDV.

The eventual use class and density of these buildings will be defined by the market conditions and tenants' availability when the detailed design of these buildings commences (circa 2027). It is likely that outline planning permission would be sought for flexible uses including B1 (office), D1 (education), C1 (hotel), and C3 (residential) to maximise opportunity and mitigate risk. Office buildings would be designed with the capability to let to single tenants or through sub-division to multiple tenants of medium and small businesses.

### 3.3.2.5 Creative Business Hub

HDV propose to integrate a Creative Business Hub into the regeneration that will enhance the Tottenham Creative Enterprise Zone. It could occupy the ground floors of the residential buildings around Paxton Square adjacent to the eastern entrance of the new Tottenham Hotspur FC stadium, and would be completed in the early phases of the regeneration. The Hub would provide managed incubator spaces, which that will enable businesses to start up and flourish with the support from peer interaction, and business support services. It would provide a range of spaces from a hot desk in a co-working space to an individual studio, all available to local creative SMEs on flexible terms.

The Hub has been provided in recognition of the pilot Creative Enterprise Zone in Tottenham, and the growing demand for creative space in the Tottenham area, in part as a result of the increasing pressure on existing industrial and manufacturing space in the Upper Lea Valley<sup>4</sup>. HDV will seek funding the GLA's London regeneration fund in order to create specific additional interventions.

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<sup>4</sup> 'From around here' Tottenham Employment Study, Gort Scott 2013

The Building BloQs workshop in Edmonton<sup>5</sup> is a good example of how the fund has already improved the offer for local makers, designers and creative businesses.

A stripped-back low cost fit-out specification would be provided to attract creative tenants, and allow them maximum flexibility to adapt the spaces to their needs. Communal green transport solutions would be integrated (bike stores, showers, car clubs) and the surrounding public realm could include cafés and an activated urban square. This cluster would work in conjunction with similar spaces proposed as part of the proposed High Road West scheme and existing uses in Tottenham Hale.

### **3.3.3 Retail, Cafés and Restaurants**

#### **3.3.3.1 Key Objectives**

The over-riding vision for the retail, café and restaurant element of the regeneration is to add vitality and life to the regeneration that will enhance place making, as well as the health and well-being of local communities and lift the regeneration beyond the feel of a residential only neighbourhood. In doing so it will enable continuity to provide opportunities for existing local business and offer for existing residents, whilst attracting new residents and businesses.

The retail, café and restaurant strategy has the following objectives:

- An improved but socially inclusive offer that supports new and existing local businesses and provides employment opportunities for local residents;
- Working with existing businesses (both within and outside of the indicative masterplan boundary), to undertake physical and management improvements that will enhance their offer;
- Bring life and vitality to the public spaces and in doing so create a sense of place that will help attract a new population of residents, students, workers and businesses, and add value to the residential offer;
- Creating a healthy retail and café offer for local residents;
- Provide a balanced tenant mix including a large range of great new bars and restaurants to cover both day and night-time markets to promote safety, vibrancy and to encourage the area to become more of a destination throughout the whole day;
- To provide healthy, casual and quality retail and catering offerings to appeal to a demographic seeking healthy lives;
- Create a modern, fashionable, safe and comfortable environment with quality public realm, comparable to top quality local shopping environments;
- Develop efficient buildings and layout of units which are designed to ensure ease of maintenance, provision for future refurbishment and modification, and minimise service charges to offer the flexibility for future upgrading;
- Enhance the existing retail offer in the High Road by promoting, managing and integrating the environment and providing complementary uses; and
- Attract new retailers to the area thereby providing a comprehensive appeal.

HDV will focus on the following strategy to ensure long-term success:

- Prioritising attracting the right tenants in the right locations to create place (both independents and multiples), rather than simply accepting the highest value offers;

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<sup>5</sup> <http://buildingblogs.com/>

- Offering a range of incentives, including rent tiering, white box enhanced fit-outs, rent-free periods, contributions to fit-out and/or turnover-based rents to ensure that the conditions are right for each tenants' business model to thrive and be sustainable;
- Local economic growth and improved prosperity by creating opportunities for local residents and making floor-space available at reduced rents to the right local businesses and prioritising jobs within the businesses for local people;
- Retaining local spend; and
- Creating a well-managed, attractive and safe environment for all.

The key challenge for the regeneration is to deliver a retail offer that can help drive the regeneration through place creation, whilst simultaneously and significantly boosting the local economy by working with local businesses and creating training and employment opportunities for local people. An example of this is that the offer of restaurants will need a balanced blend of national mainstays, new local establishments, small operators from other areas of London, and catering with strong ethnic roots. Success will be measurable by the catalytic improvements that the improved offer will have on the diversity, quality and vibrancy of retail elsewhere on the High Road.

An immediate strategy could be a shop front improvement programme along the Park Lane High Street. Through a relatively low investment, the quality and perception of the street frontage could be significantly enhanced. This model has been successfully delivered in Croydon and Leyton.

### 3.3.3.2 Retail Market Analysis

Two locally important shopping streets border Northumberland Park:

- The High Road to the west of the site, which provides traditional high street shopping. This predominantly comprises multiple retailers (e.g. Paddy Power and Costcutter) and a larger balance of value-led independent locally focused retail, cafés and restaurants; and
- Park Lane to the south of the site, which offers two small clusters of local amenity shopping which solely comprises value-led independent retailers, some independent food and beverage outlets and unoccupied units.

The existing retail offer in both locations has suffered from a lack of investment during the last few decades and is generally in a reasonable to poor state of repair, with fragmented ownership and an unfocused mix of tenants that lack identity and sufficient footfall to make a change. In addition, there is a large new Sainsbury's on Northumberland Park road which provides employment for the area, but does little to revitalise the streetscape or generate incidental footfall to other retail. Further analysis is included within the appendix 6 (Market Context) to this Business Plan.

### 3.3.3.3 Retail offer

The regeneration will increase the number of homes and improved place, resulting in increased retail and leisure demand:

- Workers (office and retail) seeking variety and value price point;
- Night time cafes, restaurants and bars as entertainment; and
- An inclusive offer with a variety of price points.

HDV create a significant amount of new flexible retail space providing new shops, cafés, and restaurants. Planning permission will be obtained that allows a wide range of unit sizes and land uses to allow HDV maximum flexibility to select the best tenants. The retail distribution will focus on:

- New flexible sized units along the High Road that will attract national multiples requiring larger spaces and local independents seeking flexible size units with a higher footfall. In addition, the scale of the Northumberland Park and High Road West regeneration schemes will influence self-improvements to the existing retail offer further down the High Road and benefit the wider North Tottenham area. HDV will seek to instigate a Business Improvement District to influence such improvements;
- Significant new smaller units along Park Lane with external seating areas. Park Lane will continue to target local independent businesses, but with an improved quality offer, resulting in improved profitability. There is need/opportunity for express grocery outlets to complement the large Sainsbury's, food and beverage outlets to incorporate cafés, restaurants and bars; and convenience provision such as dry cleaners, post office and pharmacy;
- Additional units along the potential green spine and associated parks and squares. These will be distributed such that each public space benefits from a café or restaurant outlet, with an external terrace that will provide amenity for the residents and workers specific to that neighbourhood, as well as residents from further afield.

HDV will develop a healthy food strategy that could include and support communal food growing for both families and restaurants as well as creating healthy food lease guidelines. In line with HDV's social and economic objectives, tenant selection will be biased towards uses that prioritise health, reducing the number of unhealthy takeaway options and targeting operators with a more nutritious, balanced and sustainable offer.

The indicative masterplan includes three key public spaces that will be able to host pop-up retail experiences in the form of markets or specialist interest retail opportunities. Early ideas include the following:

- Stellar Square will form a gateway to the site that could be used for farmers' markets and other retail and food-based public experiences;
- Paxton Square is a flexible space that will provide a fan zone for NFL on match days, but also play host to regular weekday markets or seasonal retail events; and
- Willoughby Plaza provides hard landscaping around a flexible office or university campus that can be used for food and beverage pop-up retailers.

Active management of the retail will require significant estate management input in the provision of a range of retail specific services, such as marketing and promotions, tenant fit-out services, together with maintenance items such as enhanced cleaning, security, refuse disposal, and recycling.

### **3.3.4 Industrial**

The Creative Business Hub described above will support 'makers' and creative light industrial uses who will benefit from the cluster and support structures on offer. This approach has been used with significant success at 'Here East' in Stratford, (an initiative set up by a company called 'iCITY) where a critical mass of creative makers has been established attracted by the opportunity to cluster with likeminded industries and backed by innovation support, and funding opportunities.

The Creative Business Hub will enable the relocation of uses from nearby industrial zoned land, possibly freeing up land for intensification of use.

## 3.4 Social and Physical Infrastructure Strategy

**HDV WILL DELIVER SOCIAL AND PHYSICAL INFRASTRUCTURE WHICH WILL EMPOWER RESIDENTS TO ADOPT HEALTHY LIFESTYLES AND COMMUNITIES TO FORM. THE NEW STATE OF THE ART NORTHUMBERLAND PARK COMMUNITY SCHOOL AND THE VALE SCHOOL WILL DELIVER WORLD CLASS EDUCATION AND THE HEALTH AND WELLBEING CENTRE WILL PROVIDE AN INNOVATIVE PROGRAMME THAT WILL INFLUENCE BEHAVIOUR CHANGE AND HEALTHY LIVES.**

### 3.4.1 Key Objectives

HDV's key objective is to deliver social and physical infrastructure that 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; and
- Create a zero carbon future.

### 3.4.2 Social Facilities

#### 3.4.2.1 Education

##### 3.4.2.1.1 Existing Education provision

The regeneration provides the opportunity for HDV to completely transform the opportunities for the young people of Northumberland Park and enable them to access an education equal to the best in London.

Despite ongoing improvements to the local education offer (in particular at Northumberland Park Community School and The Vale School), educational outcomes and attainment levels in Northumberland Park are significantly lower than elsewhere in the borough, with 3 in 10 local residents having no qualifications. The Tottenham Strategic Regeneration Framework identifies education improvements as a key component in supporting plans for growth, regeneration and improvement in Northumberland Park.

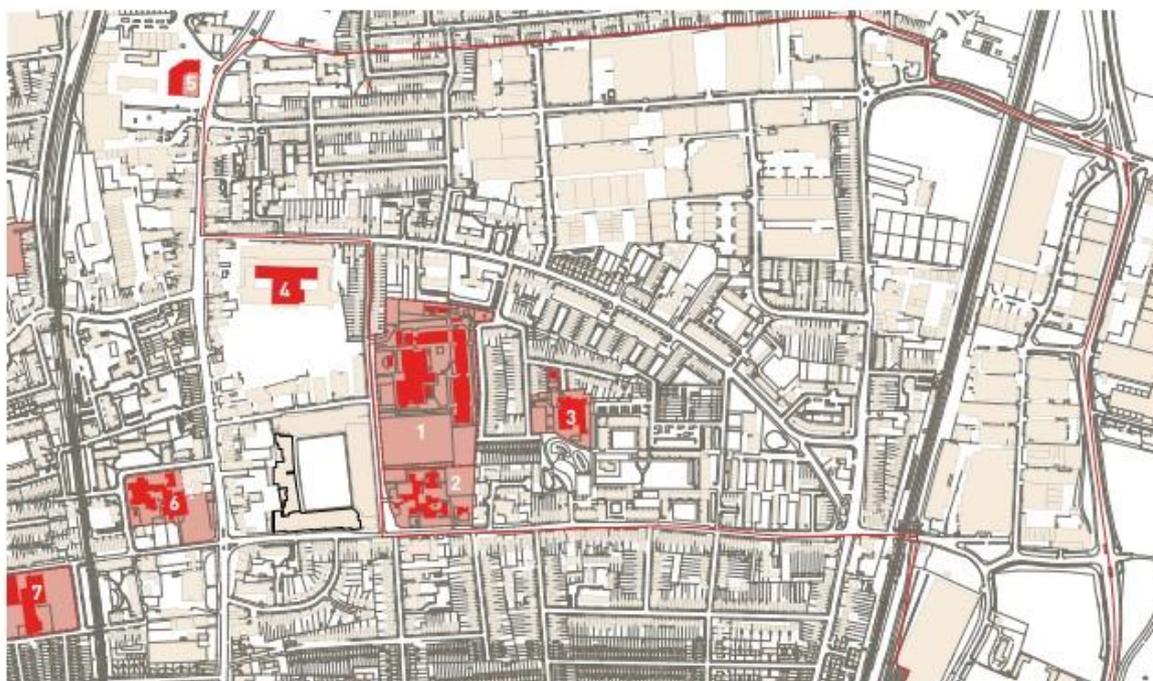


Figure 46: Existing education facilities in Northumberland Park

1. Northumberland Park Community School (including the Vale School)  
2. St Paul and Hallows C of E Primary School

3. Lea Valley Primary School  
4. Tottenham University Technical College

5. Brook House Primary School  
6. St Frances De Sales Primary School

7. The Lancasterian School

Figure 3-5 Location of existing education establishments in proximity of the site

The Northumberland Park site includes one secondary school (Northumberland Park Community School, incorporating The Vale School which caters for children with a range of special educational needs) and two primary schools (St Paul and Hallows Church of England, and Lea Valley). In the wider area, there are other schools and college facilities as indicated on the plan below:

Forecast population growth demands additional school provision across all age ranges, from nursery care to sixth form. This is planned either through expansion or by creating new schools.

#### 3.4.2.1.2 Northumberland Park Community School and The Vale School

##### (i) Key Objectives

The early delivery of a new school at Northumberland Park is a key imperative of the Council. The relocation of Northumberland Park Community School and The Vale School into this facility creates an excellent opportunity to realise the Council's ambition for every child in the borough to receive the best start in life, with access to high-quality education. This Business Plan proposes a new school that will enhance the pupils' experience of learning and ensuring the environment they learn in gives them the very best opportunity to succeed.

##### (ii) Brief

Comprehensive engagement with key school representatives at briefing stage is fundamental to the success of new school buildings, such that the design can be founded on the specific organisation and management style of the school it supports. HDV will use a range of engagement processes to establish the views of students, staff, governors, parents and the local community during the design process. We will engage local people in the planning, design, construction and management phases of this development. Parents, children, and teachers will have a voice in the design quality indicators and implications of the initial planning ideas. The consultation will use a variety of communication and engagement methods including an updated website, school newsletter and monthly design workshops with immediate stakeholders, as well as information briefings for parents and the community. In addition, we will encourage school and year councils to be involved at all stages of the programme.

##### (iii) Design

The indicative masterplan provides a new, all-through school at the eastern edge of the regeneration with four forms of entry for the primary school, ten forms of entry for the secondary school, post-16 entry, and five dedicated classrooms for The Vale School.

The potential school location and strategic brief will be thoroughly tested and developed through consultation with the school leadership bodies and wider community during the 100-day and 1000-day launch phase. This includes exploring in detail alternative sites for the relocated schools and how the special educational needs offer at the relocation school can be maximised.

It is anticipated that the HDV will be delivering the school, subject to further discussions and engagement moving forward.

##### (iv) Delivery

The base case presumption is that the HDV will provide the Council with Development Management and Construction management services to deliver the school. Alternative

arrangements will be investigated through engagement with the Council and school leadership.

The school could be funded from a variety of potential sources including Council, EFA, and grant funding.

### 3.4.2.2 Skills and Employment Hub

#### (i) Key Objectives

Economic impact projections based on the indicative masterplan for regeneration suggests that by 2036 an additional over 7,500 operational jobs could be available as a result of HDV with the regeneration of Northumberland Park accounting for circa 4,000. If worldwide trends continue it is likely that the majority of these roles will require job seekers to have some form of digital skill. In the digital industry, there is a strong trend towards informal learning and knowledge exchange outside of educational establishments. Cafés or libraries where single parents feel comfortable bringing their children to learn, developers, designers and data scientists can share knowledge and experiences over food and where all are increasingly linked with co-working spaces that support fledgling entrepreneurs and start-ups.

From the start of the regeneration HDV will create opportunities to upskill local people to get them employment ready. The indicative masterplan for regeneration proposes a Skills and Employment Hub that would start as a meanwhile use in temporary accommodation and then evolve into a permanent facility in the final construction phase. However, during the 100-day launch period HDV will co-ordinate with existing local stakeholder to ensure that plans compliment rather than duplicate existing physical facilities and ensure that the most effective programmes are delivered.

Training programmes at the Hub could include, but not be limited to: Saturday Maths Clubs, TechMums & GirlGeeks, Python or Java user-groups, TeachMeets and flexible working space and delivering these in partnership with other digital employers and learning providers.

The groundwork for digital investment could be laid during construction where the Skills and Employment Hub could support Science, Technology, Engineering and Maths (STEM) attainment across the borough. In doing so HDV will create pathways to opportunity for the residents of Northumberland Park that comprise a demographic that is traditionally under-represented in STEM industries. For more information on STEM programme development refer to HDV's Social and Economic Business Plan.

### 3.4.2.3 Health and Wellbeing

#### 3.4.2.3.1 Existing Health and Wellbeing Provision

North Tottenham has an under-supply of community healthcare infrastructure. The Tottenham Area Action Plan calls for new primary health care facilities in Northumberland Park and the Tottenham Strategic Regeneration Framework Delivery Plan identifies the need to: *“Use the opportunities of the physical regeneration process to redesign and improve the quality of health services delivered in the community, including physical facilities and GP practices that are failing. This will involve redesigning the way primary care services are delivered around patients, taking into account the rising levels of long-term conditions.”*

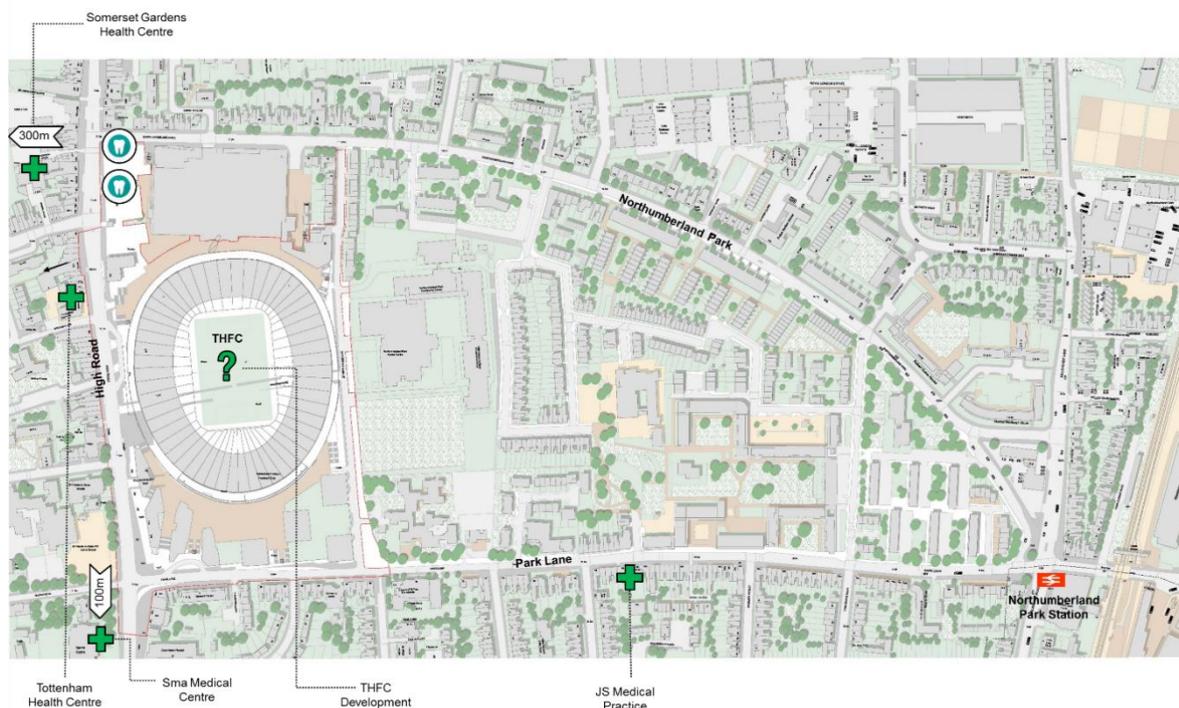


Figure 3-6 Location of existing healthcare providers in proximity of the site

Improved access to primary care, reduced A&E admissions and better management of long-term conditions are identified as key outputs.

The following GP practices are located in North Tottenham:

- Somerset Gardens Health Centre, 52 Somerset Gardens;
- Tottenham Health Centre, 759 High Road; and
- JS Medical Practice (Park Lane).

Potential plans for change:

- Additional health facilities are included as part of the Tottenham Hotspur FC regeneration; however, it is not currently known whether these facilities will provide GP services;
- The JS Medical Practice has capacity to expand its patient numbers;
- As part of the High Road West regeneration, the Tottenham Health Centre may need to be relocated; and
- Funding is being sought for the expansion of Somerset Gardens Health Centre.

At worst, there will be a shortfall of health care provision for 22,880 patients in the area by 2026, which will necessitate a new health care facility of circa 600–1,000sqm.

Other identified needs include:

- Dental health care: lack of existing provision in the area;
- Mental health care: mental illness is at critical levels in the ward; and
- Affordable child care: there is a high instance of unemployed lone family households.

This Business Plan includes new health facilities that respond to these needs.

### 3.4.2.3.2 Health and Wellbeing Offer

#### (i) Key Objectives

The health and wellbeing offer will empower people to improve their own health and wellbeing, enabling families to participate in sport, leisure and physical activities. It will catalyse a behavioural change amongst residents to promote healthy lifestyles that will counter growing levels of obesity, mental health issues and reduce reliance on healthcare services. This offer is based on the indicative masterplan, however it's location and strategic brief will be thoroughly tested and developed through consultation with the wider community and health stakeholders.

Key objectives of the health and wellbeing offer are to:

- Engender community pride through the creation of a community heart - a vibrant melting pot of ages, affluence and ethnicity - a place to make connections, find a purpose or make a friend;
- Engender a behaviour change to adopt healthy lives through the provision of primary health care services that satisfy the forecast under-supply, co-located with affordable fitness facilities;
- Drive better prospects for the residents through the creation of greater job opportunities, provision of affordable child care and access to free Wi-Fi; and
- Improve safety by the creation of a civic gateway to the regeneration, a refuge from concerns, and a place to draw strength and support.

#### (ii) Brief

Our indicative masterplan for regeneration proposes a Northumberland Park Health and Wellbeing Centre that would bring transformational improvements to the health and wellbeing of local residents. Located at the centre of Northumberland Park, geographically, socially and culturally, it would provide a focal point for social and economic change; uniting the whole community, existing and new.

The Centre could provide innovative health and social care in one location with a programme of activities founded on the core social and economic needs identified in Haringey policy documents, community consultation and dialogue meetings including:

##### Community:

- A community hub for the regeneration;
- 0-5 year old affordable nursery care to address an existing shortfall in the area; and
- Community café with free Wi-Fi.

##### Health Centre:

- GP surgery;
- Dental surgery; and
- Flexible counselling rooms.

##### Wellbeing Centre:

- Options are being explored for the Wellbeing Centre to house the replacement swimming pool from Northumberland Park Community School and The Vale School for educational use;
- Affordable gym; and
- Sports studios.

## Homes:

- Potential for Sheltered housing with direct access to, and support from, the health centre.

The Centre would adopt a holistic approach to health and wellbeing, with emphasis on preventive rather than reactive services. It would adopt NHS policy in collating GP facilities within mixed-use buildings with a common front door, to encourage active community participation in all facilities.

The brief for the centre will be further tested and updated through early community engagement.

### (iii) Design

The centre could provide a new civic gateway to the regeneration and the central park, via a vibrant semi internal 'street' which draw people to the park beyond.

The health centre could provide primary healthcare facilities accessed via two discreet entrances from the street that lead to waiting areas on the first floor that offer privacy to patients. Services proposed include a 19,000 patient GP practice, a dental practice and a series of small, flexible therapy and consultation rooms that can be permanently dedicated to particular functions or offer flexible space for visiting professionals. Sensory second floor gardens provide a tranquil and therapeutic space for patients.

The wellbeing centre could be located directly adjacent to the health centre on the street, with a physical link bridge at first floor level to enable patients to use the wellbeing centre with support from healthcare professionals to promote healthier lifestyles, aid recovery, or as part of ongoing support for people with physical and mental health issues.

The visitor centre could be located at ground floor and offers exhibition and meeting space. Once completed the visitor centre will replace the Community Hub which offers the opportunity as the focal point for stakeholder engagement, providing a base for estate management services, host visitors and provide meeting spaces for local community groups. Once the development is complete the visitor centre could transform into the town hall for community groups, seasonal local events, or be hired for special occasions.

A ground floor community café could be operated by a social enterprise and will promote healthy eating choices whilst contributing activity and life to the area. It could provide free Wi-Fi and welcome residents who are seeking better prospects, need a place to complete their homework or prepare a job application.

Affordable nursery provision could be split over two floors with views over the park and access to covered external play via a bridge over the street.

There could be several spaces in the wellbeing centre that can be used by youth groups, from formal clubs in the studio space to flexible spaces that can be hired for community events.

In response to local demand for specialist housing for people with mental health and learning disabilities, residential buildings that sit over the main body of the Health and Wellbeing Centre could follow the supported living model. This would offer adults with a range of needs an opportunity for independent living with specialist support from the health centre.

#### (iv) Strategy for achieving this vision

Healthcare buildings are typically very demanding, both in terms of functionality and the robustness of detailing and finishes. While a building needs to be efficient in use as a priority, the quality of design, spatial arrangements and access to daylight and views are pivotal to a successful building and successful outcomes in terms of treatment and wellbeing.

The different users and stakeholders will present a complex brief for the building, which will have to be carefully managed. A design champion and steering group will establish the brief, answering key questions such as:

- What is the current capacity of the local services?
- What is the projected population / demographic change expected from the development and others in the surrounding area?

A wider set of stakeholders will then establish the brief for requirements, adjacencies and equipment for each of the separate functions. The wider community will also be consulted to establish what works for Northumberland Park now and how these early interventions can be adopted and enhanced to serve the community effectively.

One strategy could be to adopt local partners to help steer the design and brief for the facility. An example of how this was successfully managed is at West Norwood Health and Leisure Centre. Maurice Wohl dental practice, which forms part of the centre, was established from an existing service that had operated in South London for 25 years.

Treasured local services that may be affected by the regeneration could be integrated into the offer. This way the residents will already be familiar with the centre's potential local partner, providing a social and community infrastructure that provides integrated services and supports community cohesion by enabling existing and new communities to mix.

It is anticipated that the funding for the Health and Wellbeing Centre will be a HDV scheme cost.

#### 3.4.2.4 Tottenham Hotspur Football Club

##### (i) Key Objectives

HDV's key objectives are to:

- Ensure place integration between the regeneration and the Tottenham Hotspur Football Club;
- Provide a design solution that complies with the Council's commitments to Tottenham Hotspur FC regarding Outside Broadcast Facilities and a Fan Zone; and
- Seek to negotiate alternative better value solutions where viable.

##### (ii) Tottenham Hotspur FC requirements

The Business Plan includes a solution for the Tottenham Hotspur FC facilities that is compliant with the draft contract between the Council and Tottenham Hotspur FC:

- The 2,800m<sup>2</sup> outside broadcast facilities is located within 175m of the stadium. Direct access also facilitates the routing of the required underground ducts from the broadcast zone to the stadium and to the satellite uplink area;
- The 2,000m<sup>2</sup> fan zone is located in Paxton Square adjacent the eastern entrance to the stadium, and is hard paved to support a variety of events; and

- Security and crowd management will be enhanced through the improvement works to Park Lane, and a robust Crowd Management approach (see Estate Management in the Delivery section of this Business Plan).

HDV will work with Tottenham Football Club to provide optimal solutions for the provision of these facilities.

### **3.4.3 Physical Infrastructure**

#### **(i) Key Objectives**

The key objectives of this Business Plan are to enable the regeneration vision by:

- Ensuring that physical infrastructure is delivered cohesively with each phase such that the place-making is completed sequentially with the occupation of the homes;
- Ensuring sufficient capacity utility provision to serve the scale of development;
- Embedding appropriate early planning of infrastructure corridors that prioritises public realm design;
- Delivering a district heat network that enables zero carbon development; and
- Creating a green travel infrastructure that encourages walking and cycling.

#### **(ii) Infrastructure offer**

The indicative masterplan design is founded on an infrastructure plan that that accommodates the key objectives of HDV, and that have informed the financial model.

Strategic infrastructure corridors have been planned to enable the coordination of landscaping and utilities to suit the public realm offer by defining utility-free corridors suitable for tree planting and other landscape elements such as water features.

Initial strategies for the provision of site-wide facilities such as lighting, wayfinding, advertising, high speed broadband, assistive technology and Wi-Fi will be explored which also facilitate enhanced capability in areas defined for specific future uses. HDV will seek to procure arrangements that benefit all future residents and businesses.

## **3.5 Sustainability and Energy Strategy**

### **3.5.1 Key Objectives**

HDV strategic sustainability objectives and approach are set out in the HDV Strategic Business Plan. This Business Plan includes additional detail on the objectives, approach and innovations that are specific to Northumberland Park.

Key objectives include:

- Explore the nomination of Northumberland Park for the C40 Cities Climate Positive Development Program;
- Deliver 'zero-carbon' homes in line with Haringey's 40:20 and Zero Carbon 2050 targets;
- Provide a new 'green spine' delivering connectivity, green infrastructure, open spaces and increased biodiversity; and
- Utilise innovative, modern methods of construction such as cross laminated timber (CLT) and other forms of off-site manufacture where possible.

## 3.5.2 Energy Strategy

A comprehensive energy strategy has been prepared for Northumberland Park, which aligns with the Council's energy policy, and will make Haringey London's most sustainable borough.



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

HDV will deliver buildings that will use very little energy; significantly reducing energy bills, improving wellbeing and increasing the value for their occupants.

### 3.5.2.1 Zero Carbon Energy Strategy

HDV will adopt the GLA's hierarchy of 'Lean, Clean and Green', focusing on achieving the optimal balance of cost vs carbon reduction performance, with priority given to high-performing lean energy efficiency measures first, then clean low carbon solutions and finally green renewable solutions.

Initial modelling has suggested a number of alternative energy solutions for Northumberland Park dependant on the performance of the District Heating solution that is provided in the North Tottenham heat network, and the outcome of additional technical research that HDV will undertake into the viability of Heat Pump solutions. This Business Plan and the Financial Business Plan assumes that 'Option 2' is adopted, and a truly zero carbon solution is delivered on site:

Table 3.1 Northumberland Park proposed Energy Strategy – options to achieve zero carbon performance

		Option 1	Option 2	Option 3
Be Lean	U-values	HDV will exceed Building Regulations Part L requirements	HDV will exceed Building Regulations Part L requirements	HDV will exceed Building Regulations Part L requirements
Be Clean	Heat Delivery	North Tottenham District Heat Network, Gas-Fired CHP & Boilers	North Tottenham District Heat Network, Gas-Fired CHP & Boilers, Bio-methane offset	North Tottenham District Heat Network, Gas-Fired CHP & Boilers, Bio-methane offset
	Carbon Reduction (%)	50%	80%	80%
Be Green	Renewables	None	Heat Pumps – 4kW per apartment	None
	Carbon Reduction (%)	50%	100%	80%
Offset Cash-in-lieu Contribution	Offset Payment (£)	£8,505,000	£0	£3,645,000
	Final Carbon Reduction (%)	100%	100%	100%

### 3.5.2.2 'Be Lean'

HDV will focus on delivering homes with high fabric-efficiency design performance driven by better air tightness, good U-values, glazing specifications, and improved daylighting. The HDV will seek to continuously improve the fabric energy efficiency of buildings. Design solutions for U-values and air tightness mean that space heating for certain building typologies is now not technically necessary, and consumers do not need to use their heating for the majority of the year.

#### Driving improved energy efficiency

The HDV will deliver fabric energy efficiency with U-values and air tightness which mean that consumers will not use their heating for the majority of the year.

Table 3-2 U-values and air permeability targeted to achieve by the HDV at Northumberland Park

Element	U-values (W/k.m2)
External Walls	0.15
Internal Walls	0 (fully filled and sealed)
Glazing	0.8 (g-value 0.5)
Roof	0.1
Floor	0.1
Air Permeability	m3/h/m2@50Pa

At Northumberland Park, U-values and technologies will be delivered that target the optimal outcomes for resident comfort, reduced carbon consumption, reduced energy bills and reduced capital cost.

### 3.5.2.3 'Be Clean'

All new homes, shops, offices and community buildings in Northumberland Park will be connected to the North Tottenham Heat Network; a clean energy solution with low carbon footprint.

The HDV will be responsible for funding the installation of a pipe network within the site boundary, the connection charge to the North Tottenham Network, and the other carbon reduction costs to meet energy and carbon reduction policy requirements.

This Business Plan has been costed on the basis that 'Lean' and 'Clean' measures will provide a carbon reduction of 80%, and has been benchmarked against similar solutions on another regeneration scheme. The remaining 20% carbon reduction will be achieved by green measures as described below.

Where funds are available and it is technically and commercially viable, HDV could also connect existing retained homes to the district heat network. Funding mechanisms could include CIL, carbon offset funds, third party grants etc.

### 3.5.2.4 'Be Green'

Technologies refer to renewable energy technologies that assist in offsetting residual carbon use by producing energy on site.

This Business Plan is based on the use of heat pump technology in conjunction with the district heat network (as per option 2 above) to offset the residual carbon use without the need for an 'offset cash-in-lieu contribution' payment. Heat pumps use a neutral loop, where

heating water is distributed at much lower temperatures and then heated by the heat pump in each home. This results in less energy loss in distribution, avoids overheating in communal spaces and can be delivered at a lower cost.

Should heat pump technology not prove appropriate for Northumberland Park, then a cash in-lieu payment will be considered to offset residual carbon use. However, technological improvements are happening at speed in this sector and HDV will continue to review emerging technologies throughout the lifetime of HDV which may become preferable to either heat pumps or cash in lieu payments. Technologies considered will include: solar photovoltaics, solar thermal, hydrogen fuel cells, closed-loop hydropower, kinetic pedestrian plates, kinetic speed bumps, and battery storage.

### **3.5.3 Sustainability**

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.

#### **3.5.3.1 Flooding**

Northumberland Park is located within a Flood Zone 2 area and parts of the site are within a 'critical drainage area'. HDV will adopt Sustainable Urban Drainage Systems (SUDS) into the design of the green spine, parks, streets, and squares to accommodate localised flood issues from high rainfall across the site; the planting and soft landscaping will be used to attenuate water before releasing it back into the surrounding environment, thus reducing pressure on the local sewerage infrastructure. These systems will be designed to be expressed within the public realm, in order to connect people with nature.

#### **3.5.3.2 Adaptability and Accessibility**

Northumberland Park will become a place that is inclusive to all, no matter what age or physical / mental ability. A variety of different types of homes will be provided to suit the specific needs of residents including sheltered and elderly housing. In addition, all homes will be designed to comply with the principles of the Lifetime Homes and the Lendlease internal 'Design for Dignity' standard that seeks to ensure inclusive design.

Homes will be designed to suit the specific needs of various household types, for example accessible homes for the disabled, sheltered accommodation for the vulnerable and additional habitable rooms for family accommodation

The design of rental homes will also focus on the specific needs of the customer, who by their nature will be moving in and out more often, and may look for an enhanced amenity and customer service offer.

The retail strategy will also ensure that key local services and amenities are provided across the development, to enable ease of access for residents. This will also help develop a sense of community pride around the locally-run service provisions

HDV will collaborate with landscape architects, nature champions, artists, and local people to design the green spine such that it will unify the public spaces to make them more accessible and inclusive and express the different characters of the neighbourhoods and communities that it connects.

### 3.5.3.3 Waste



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

Construction waste will be minimised through the use of prefabrication, detailed design consideration of unit sizes and well planned recycling systems. All waste will be measured and reported at monthly governance meetings.

HDV will work with residents, retailers and community organisations to reduce the amount of waste produced in use across the site through the use of green lease clauses, the provision of well-designed, easily accessible recycling facilities and educational programmes.

### 3.5.3.4 Nature



**HDV WILL...  
INCREASE ECOLOGICAL VALUE AND GREEN INFRASTRUCTURE TO MAKE HARINGEY  
LONDON'S GREENEST BOROUGH**

The green spine and the interconnected green public spaces and streets of the indicative masterplan will provide a strong physical sense of place that will improve community pride; a hub of disparate activities for the enjoyment of all local residents and the broader community of Haringey and London.

Landscape design and planting specification will drive biodiversity through the inclusion of a variety of specifics and the inclusion of habitats such as insect hotels, bird boxes and bee hives. HDV will partner with community organisations and local people to track the improvements in biodiversity.

## 3.6 Estate, Housing and Asset Management Strategy

### 3.6.1 Approach

The long-term success of Northumberland Park relies on the creation of a successful place that people will choose to work in, live in and visit whilst offering real opportunity to those at its heart. Critical to this is outstanding estate management, the planning for which starts with the design. The HDV approach at Northumberland Park will be to supplement the exceptional physical transformation, with a transparent and innovative approach to estate management that will become London's new blueprint for a publicly-responsible management model.

The key principles of this approach are:

- Careful consideration of costs at the design stage to reduce ongoing costs to occupiers;
- A robust management structure that enables community engagement and influence, alongside enforceable management and maintenance obligations to protect the long-term value of the assets;
- A dedicated onsite management team that delivers a high quality cohesive service across all tenures at a reasonable cost;
- The creation of training and employment opportunities through the delivery of the estate management services;

- Choice for the residents with information and services deliverable both online and in person; and
- HDV will provide support to the Council/HfH in the short term in regards estate management through means such as meanwhile uses to encourage a clean and safe environment throughout the whole process.

Increasingly, cohesive and cost-effective estate management services help to attract and retain purchasers, tenants and visitors, and to enhance investment values. HDV will deliver an estate management service that supports the creation and operation of a vibrant and empowered community where all residents and occupiers will be able to genuinely influence how the estate and the buildings are run.

HDV will incorporate local resident focus groups and asset management partners into the project delivery team at an early stage, this will ensure that decisions are always made with the future, as well as the present in mind. Success is measured in lifecycle terms, rather than initial capital cost terms alone. Considering the impact of the design on day-to-day running costs and long-term lifecycle costs is critical to the success of the scheme.

New parks, squares, and other public spaces will deliver a significant amenity for the local and wider community that will become a focus for community activity and events. HDV will facilitate the forming of 'friends' groups of interested local residents who will take an active role in supporting the community activities.

A digital engagement platform across the estate will support the inclusive management structure and dedicated onsite team to encourage genuine community involvement and efficient management services.

The management structure will deliver a robust management platform, whilst devolving some decisions and activities to sub-committees, stakeholders and friends of the park groups. HDV will add significant value in establishing and managing the estate management structure at Northumberland Park, as well as ensuring compliance with all necessary statutory and third party requirements.

The residents of Northumberland Park will receive a high-quality management service, sensitive to their needs. The service will be based upon:

- High-quality customer services and standards that prioritise the customer, encourage innovation and constantly seek to drive up standards;
- Local knowledge, reputation and credibility;
- A local estate management facility with on-the-ground knowledge and experience of local issues and support networks;
- A neighbourhood approach; and
- Measurable performance through structured KPIs that will include: customer satisfaction responses, zero tolerance to vandalism, number of safety incidents, percentage of workforce from local area, wellbeing and happiness index and financial management of accounts.

At the forefront of the delivery of estates services will be the estate management hub, located. This hub will operate will provide a one-stop service for all residents, irrespective of tenures.

Services will include:

- Providing a friendly welcome;
- Being a first point of call regarding maintenance issues and day-to-day repairs for all residential and commercial properties;
- Tenancy management, including letting and re-letting homes;
- Cross-accommodation security and help;
- Rent and service charge services for rented residential accommodation; and
- Tenancy support and enforcement.

We will create a passionate team of community ambassadors, recruited locally and extensively trained for a wide range of roles such as estate management, customer service, landscaping, maintenance and cleaning. This will bring wider economic benefits to the local community.

The importance of a sense of attachment and security cannot be underestimated for a successful place so the team will actively engage with the community and have a visible presence and a positive attitude. The security provided by good design and the use of physical amenities such as CCTV and well-designed lighting will be increased by the on-site team's visible presence.

The Private Rental Sector homes will be managed by a bespoke management team who will offer all the benefits of a professionally managed service that encourages long-term occupation with a personal, modern and proactive approach to renting. These blocks will be designed to respond to the customer profile in respect of unit mix, size and layout; all aspects of the design will be considered from a day-to-day and long-term cost perspective. The design will also focus on the specific needs of the customer, who by their nature, will be moving in and out more often and may look for an enhanced amenity and customer service offer.

## 3.7 Affordable Housing Management and Ownership Strategy

### 3.7.1 Key Objectives

The Housing Strategy identifies the need to improve the quality of housing, improving council-owned homes, reducing the maintenance backlog, addressing concerns regarding the quality of private rented housing, providing additional temporary accommodation, and improving the quality and management of homes owned by housing associations (Registered Providers (RPs) and multiple landlords.



HDV presents the opportunity to work closely with the Council and Homes for Haringey (HfH) to address these issues and deliver upon the ambitions within the Housing Strategy through the delivery of high quality housing, alongside a high-quality management regime that ensures that properties and the spaces between them are effectively managed. HDV, will work closely with the Council and HfH to improve the management services and quality of housing given the long-term and holistic approach that HDV opportunity provides.

**“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**

### **3.7.2 Housing Management**

The residents of all of the new homes at Northumberland Park deserve reliable management and cost-effective services that result in high levels of resident satisfaction, tenant retention and resale demand. Housing management services must recognise the diversity of the housing within the indicative masterplan, bring specialist skills into service delivery where required and respond flexibly to changing requirements and resident demand.

HDV is committed to delivering a tenure-blind approach to housing management, with the same level and quality of service to all homes. The housing management strategy that will be adopted across the HDV portfolio is set out in the HDV Strategic Business Plan.

#### **3.7.2.1 Continuity of Service**

All existing residents, regardless of tenure, benefit from existing management services offered by HfH and the Council. These include asset management, estate management, housing management, repairs and maintenance, resident support and community development. Many of these services are accessed on a daily basis by residents, whilst others are accessed less regularly or not at all. Similarly, some are statutory services that HfH are required to provide, whereas others are discretionary.

HfH has teams working across this range of disciplines; they know the local communities and have relationships that will be invaluable to building and maintaining confidence in HDV, alongside having the capabilities to sufficiently manage to the standards required within Northumberland Park. Maintaining continuity in these relationships, with support from HDV as necessary, will establish trust amongst the community during the acquisition and rehousing phases of the regeneration.

Through engagement, residents will help shape the portfolio of management services provided in the completed regeneration. HDV will provide continuity of service to HfH across future housing management services, should this prove to be the best long-term management solution for residents and HDV.

Please refer to the Strategic Business Plan for the management strategy in regards to affordable housing.

#### **3.7.2.2 Meeting the Needs of Haringey Residents: An Integrated Approach to Provide Exemplary Customer Service**

Residents will have on-site management 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.

A centralised management and amenity hub could deliver exemplary customer service and efficient management services at a lower cost, as well as a cross tenure service model.

We will embrace technology to enable innovative communication tools that can reach those that may not be easy to engage with. It will also enable the community to communicate with each other. This will be delivered through a community portal that will provide interactive information and a range of communication platforms such as film, animations and interactive learning.

### 3.7.2.3 Delivering Continuity of Service for Local Residents

A major function of 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 alongside the HDV, will be responsible for carrying out the programme for allocation of the new homes. This is detailed in the delivery section of this 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 HDV and Tottenham People Programme.

### 3.7.3 Ownership Strategy

The affordable housing ownership strategy that will be adopted across the HDV portfolio is set out in more detail in the HDV Strategic Business Plan.

## 3.8 Transport Strategy

### 3.8.1 Key Objectives

HDV will work with transport providers from the outset to drive improved transport connections to Northumberland Park and gain their approval for the proposed transport strategy. These will include the Council, TfL, Network Rail, West Anglia, and Crossrail 2.

HDV's key objectives are to:

- Demonstrate a business case and successfully negotiate capital investment into the proposed railway infrastructure improvement schemes including four tracking by West Anglia and Crossrail 2;
- Prioritise sustainable transport solutions including walking, cycling, public transport, car club schemes, and electric vehicles; and
- Provide pedestrian and cycle path linkages to Lee Valley Park and other existing local infrastructure.

### 3.8.2 Transport Assessment

In parallel with the design development and approval processes, a full Transport Assessment (TA) will be required to accompany any planning application. The initial focus of the TA will be to provide information on trip generation / mode share / distribution and assignment of vehicular trips in support of the highway modelling process. The TA will include a full access and movement strategy for the development proposals encompassing pedestrians, cyclists, public transport users and vehicular traffic. Comparison of before and after journey times for all of the above modes will be required with particular attention paid to quantifying impacts and improvements in public transport access / journey times / capacity.

### 3.8.3 Travel Plan

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 the implementation of the development and the longer-term management of the site. It is important that the plan is flexible enough to deal with changing conditions, and that it seeks to involve local and transport stakeholders to develop and deliver a strategy that reduces the

need to travel and encourages movement by means other than the car. The Travel Plan will also tie in with the Sustainability Strategy, and seek to support objectives to reduce the emission of greenhouse gases from transport.

The Travel Plan will be managed by a Steering Group which will be responsible for delivering the plan, monitoring transport conditions during and after the implementation of the development and working with local and transport stakeholders to enhance travel by non-car modes.

The Steering Group should include:

- TfL;
- The Council;
- Greater London Authority; and
- Lendlease.

In addition, the stakeholder group could include:

- Representatives of occupiers and residents;
- Town Centre stakeholders; and
- Network Rail and/or West Anglia Taskforce.

The Steering Group will be led by a Travel Plan Manager. The job description of the Travel Plan Manager will be agreed with TfL and the Council before commencement of the development.

The detailed measures to be taken forward by the Travel Plan and methods of funding will be decided prior to commencement of the development, and by the requirements of the Section 106 agreement and planning conditions. However, it is envisaged that the Travel Plan will cover the following issues:

- Monitor travel conditions during the implementation of the development, and provide a forum for considering ways of ensuring traffic and pedestrian conditions remain acceptable;
- Monitoring the implementation of transport improvements associated with the development;
- Consultation with local and transport stakeholders to identify future opportunities for improvement (other than those associated with the development itself) that relate to the development;
- Identification of potential ways of implementing complementary transport improvements agreed by the Steering Group;
- Work with stakeholders to identify ways of improving fuel efficiency and reducing greenhouse gases from transport associated with the development;
- Transport Management, Information and Awareness;
- Ensure that occupiers and residents have clear and accurate information about travel options;
- Monitor travel patterns and perceptions to derive awareness strategies;
- Monitor the potential for cycle clubs, car clubs, user groups, travel incentives etc;
- Develop a way finding and pedestrian movement;
- Strategy for the development in conjunction with TfL, Network Rail, and other stakeholders;

- Develop and implement (or causing to be implemented) a parking, access and servicing strategy; and
- Develop and implement a cycle strategy for parking, repair and access.

The vast improvements proposed for pedestrian, cycle and public transport facilities, combined with a well-managed Travel Plan and restrictive parking strategy will minimise the need to travel by car and optimise public transport and pedestrian and cyclist movement.

### **3.8.4 Cycling and Pedestrians**

Segregated secure pedestrian and cycle infrastructure will be created across Northumberland Park, with a new legible network of streets with appropriate wayfinding and lighting.

Within the indicative masterplan, the green spine will provide the primary pedestrian and cycle route connecting the main public spaces and social infrastructure (including the school and Health and Wellbeing Centre), to the residential neighbourhoods.

Further afield highway improvement works will deliver better connections to the Lee Valley Park and Bruce Castle Park in order to create a step change in the take up of green transport solutions by local residents and to promote healthy lives.

Secure cycle parking will be provided within dedicated stores for residents and workers and within the public realm for visitors. Additional facilities will be integrated, such as maintenance areas and changing facilities with showers and residents will be encouraged to get involved through cycling workshops and bike doctor sessions.

#### **Added Value**

Cycle parking will be provided in excess of the requirements of the London Housing Design Guide, and include secure communal cycle parking for retail, office and educational buildings. Car club spaces and electric car charging points will be integrated across the indicative masterplan.

### **3.8.5 Public Transport**

#### **3.8.5.1 Status of Infrastructure Improvements**

The proposed Crossrail 2 scheme will use the West Anglian mainline between Tottenham Hale and Broxbourne, including Northumberland Park Station. The West Anglian Taskforce has looked at options for investment along the mainline, both in anticipation of Crossrail 2, and in light of other benefits that this work would bring to London, Hertfordshire and Cambridgeshire. The proposals include widening the rail corridor and offering improvements to current stations including Northumberland Park. A three-track widening initiative with service improvements between Stratford and Angel Road (STAR), benefiting Northumberland Park has already had funding approved.

#### **3.8.5.2 Strategy to Support Improvements**

The proposed improvements to Northumberland Park and White Hart Lane stations are of significant importance to the long-term success of the regeneration, and its ability to support a properly mixed-use offer including significant new employment opportunities. HDV will work closely with the Council to prepare a business case for the infrastructure investment based on the additional homes and jobs it will directly facilitate.

### **3.8.6 Car Parking**

Car parking will be provided on street or on plot, and spaces will be future proofed with electric charging facilities. A provision of 0.45 spaces per residential unit will be targeted unless otherwise agreed with HDV Board and the Council. Car parking for other uses will be limited.

Car club and van club spaces will be integrated across the indicative masterplan to reduce reliance on car ownership.

### **3.8.7 Wayfinding**

Coherent and legible wayfinding will be provided throughout the indicative masterplan. HDV will adopt standard Council signage design, supported with legible London signage in key locations, and bespoke signage for educational and local history features.