

Haringey Development Vehicle Northumberland Park Delivery Strategy

3 July 2017

Haringey
LONDON

lendlease

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CONTENTS

Guide to this Business Plan (Delivery)	2
1 Introduction	4
2 Programme	6
2.1 Key Milestones	6
2.2 Launch Plan	7
2.2.1 100-day Launch Plan	7
2.2.2 1,000-day Launch Plan	8
2.3 Development Phasing	9
2.3.1 Phasing Principles	9
3 Resource Plan	11
3.1 Principles and Approach	11
3.2 Proposed Structure	11
3.3 Roles and Responsibilities	11
3.4 HDV Team Location	15
3.5 Professional Team	15
3.6 Key Operational Partners	15
3.6.1 Council Officers	15
3.6.2 Homes for Haringey	15
3.6.3 Northumberland Park Community School and The Vale School	16
3.6.4 Tottenham Hotspur Football Club (THFC)	16
3.6.5 Residents	16
3.6.6 Other	16
4 Community and Stakeholder Engagement	17
4.1 Strategy	17
5 Social and Economic Programmes	18
5.1 Social and Economic Commitments	18
5.2 Be Onsite Office	20
5.3 Skills and Employment Hub	20
5.4 Supporting Local Enterprise	20
5.5 Homes for Haringey / Project 2020	20
6 Procurement	21
7 Land Assembly	22
8 Planning Strategy	23
8.1 Heritage Buildings	24
9 Design Control	25

9.1	Control Measures.....	25
9.2	Technical Approvals.....	25
10	Construction	26
11	Handover and occupation.....	27
11.1	Residential Handovers	27
11.2	Retail Construction and Handover	27
11.3	Commercial Office Construction and Handover	28
11.4	Social Infrastructure Handover.....	28
12	Physical Infrastructure Delivery	30
13	Estate, housing and asset management.....	31
13.1	Management Structure and Roles and Responsibilities	31
13.2	Managing the Estate	33
13.3	Service Charges	33
13.4	Employment Space Management	33
13.5	Approach to Servicing and Waste Management	34
13.6	Tottenham Hotspur FC Match Day Management.....	35
13.7	Asset Management Strategy.....	35
14	Marketing, Sales, Lettings and Communications Strategies	37
14.1	Marketing Strategy.....	37
14.2	Residential Strategy.....	37
14.2.1	Affordable Homes Strategy.....	37
14.2.2	Market Homes Strategy	37
14.2.3	Target Markets.....	37
14.2.4	Pricing of Market Homes for Sale (OMS)	38
14.3	Employment Space Strategy.....	38
14.3.1	Office Strategy	38
14.3.2	Creative Business Hub Strategy	40
14.4	Retail Strategy	41
15	Health, Safety and Wellbeing	42
16	Quality Assurance	44
17	Risk Management	45
18	Key Assumptions.....	46
19	Finance and Commercial Proposal.....	47

GUIDE TO THIS BUSINESS PLAN (DELIVERY)

This section of the Business Plan sets out the HDV vision for how and when the partnership will deliver the vision, approach, and strategies set out in the place making section of this Business Plan.

An indicative masterplan for the regeneration has been developed alongside this Business Plan, which assumes a certain amount and type 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 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, 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
Programme	The initial indicative programme and phasing, and preferred alternatives, based on the indicative masterplan for regeneration, including key milestones, short, medium and long-term programmes, phasing, and key deliverables.
Resource Plan	How the HDV will resource, structures, roles and responsibilities, development team members, and Professional Teams.
Community and Stakeholder Engagement	Strategy for community and stakeholder engagement, to ensure they are properly engaged and involved.
Social and Economic Programmes	How HDV will prioritise social and economic outcomes in the short and long term, through meanwhile uses and programmes.
Procurement	How HDV will secure the necessary design, professional, and construction services to ensure best value.
Land Assembly	HDV approach to acquiring land, supporting the S105 consultation, and residents offers.
Planning Strategy	HDV planning approach and strategy.
Design Control	How the HDV will ensure design and cost is robustly managed, and recommended procurement routes for initial phases.
Construction	How HDV will manage the construction activities and ensure delivery across initial vertical build phases and public realm.
Handover and Occupation	HDV approach to ensuring a smooth transition from construction to occupation and operation for homeowners, businesses and retailers.
Physical Infrastructure Delivery	How HDV will ensure a detailed Infrastructure Masterplan is developed whilst ensuring a coordinated and strategic approach.

Estate, Housing and Asset Management	HDV Estate Management Strategy and approach including details around service charges, servicing, waste management, and match day management.
Marketing, Sales, Lettings, and Communications Strategies	Strategy and approach to residential, retail and commercial marketing, pricing, and sales and lettings.
Health, Safety, and Wellbeing	Approach to embedding health, safety, and wellbeing at the heart of the delivery process.
Quality Assurance	Ensuring proper quality management systems are in place.
Risk Management	Top five risks and associated mitigation measures.
Key Assumptions	Key assumptions that form basis of Business Plan.
Finance and Commercial	The financial and commercial basis for this Business Plan.

1 INTRODUCTION

The Delivery section of the Strategic HDV Business Plan describes the consistent strategic approach to delivery that will be common across all of the HDV development sites. This Business Plan outlines the delivery approach, process, and assumptions as they are applied to Northumberland Park by HDV.

Key components of this delivery proposal are:

- An ambitious, but robust indicative delivery programme that targets completion of the Northumberland Park transformation within 15-20 years based on the indicative masterplan for regeneration;
- Prioritising early delivery of social infrastructure that will significantly contribute to improving social and economic outcomes and early place making;
- Inherently flexible phasing strategy options which protect the interests of existing residents and that can easily be adjusted to respond to stakeholder consultation and changing circumstances, whilst protecting the momentum that is critical to success;
- A development management team who are experienced in delivering complex multi-phase regeneration projects and who will be based in local offices;
- To put people at the heart of change and as a collaborative process give residents and businesses the opportunity to have a real say in what their community will be, providing them with a platform to be heard - to influence change and feel empowered to own their own outcomes;
- Strategic meanwhile uses and social and economic programmes to help deliver positive change;
- An approach to land assembly that minimises concerns and disruption for existing residents and provides residents the choice to remain;
- Utilisation of modern methods of construction (MMC) and innovation to bring forward faster, more efficient, sustainable buildings and a flexible construction delivery model utilising Lendlease Construction and other construction partners to give certainty of best value;
- Experienced management of design, construction, handover and occupation processes for large-scale urban regenerations, that will ensure certainty of cost, quality and time outcomes;
- An approach to sales and marketing that will promote a sustainable community authentic to North Tottenham, whilst creating best value for HDV; and
- Experienced structuring and delivering of estate management for large mixed-use residential led estates.

An intelligent and financially viable indicative masterplan has been developed for Northumberland Park, based on tangible deliverability and with a logical strategy of retention, refurbishment and redevelopment of existing homes. Indicative delivery phasing is based around a viable rehousing strategy that will unlock early transformation to win hearts and minds, but is subject to further consultation with the community, Council and HDV Board.

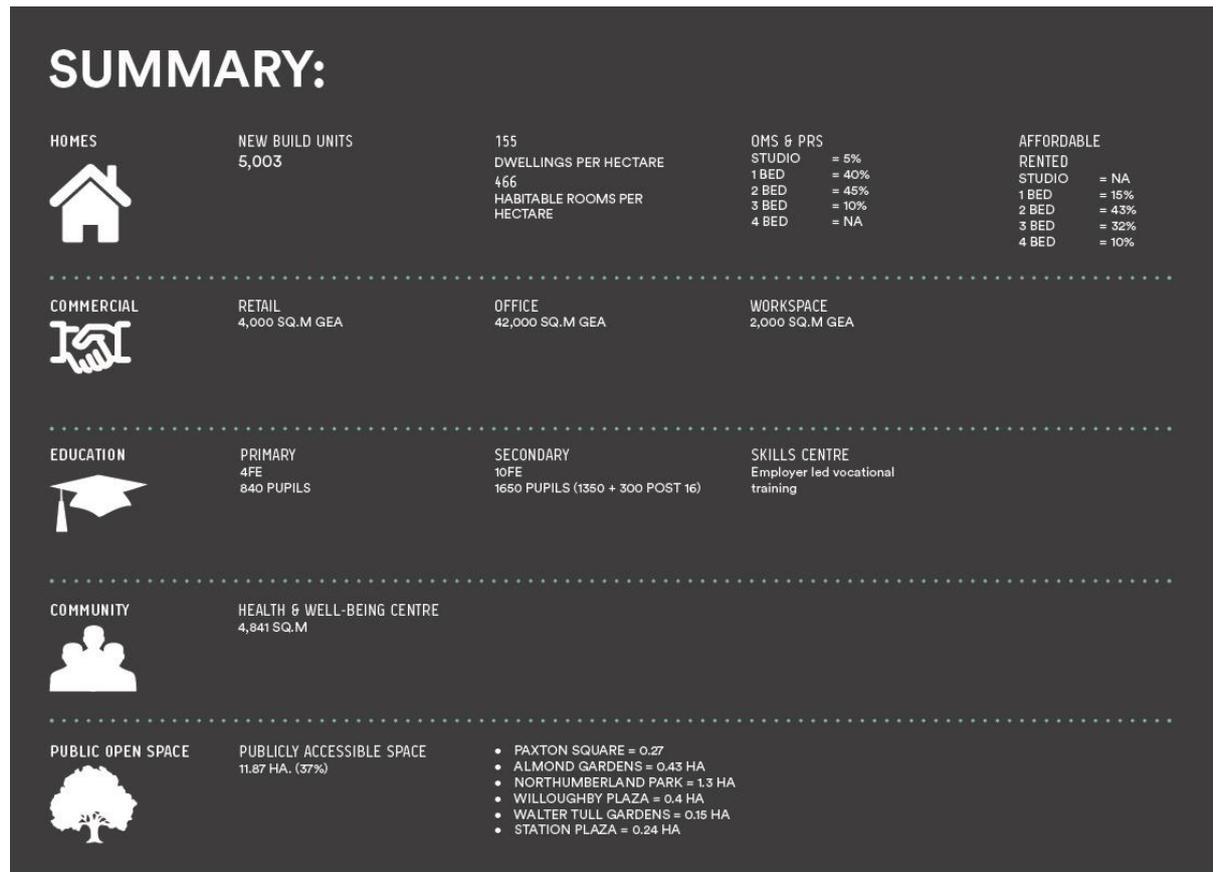


Figure 1-1: The indicative masterplan targets delivery of new homes, jobs, and social infrastructure that will enable growth

2 PROGRAMME

The Initial Indicative Development Programme upon which the financial business plan is based is included as appendix 1 to this Business Plan. Alternative phasing and programme options have been considered and an alternative solution is currently preferred; this is described in more detail in section 2.3 below. This and other phasing options will be tested through community engagement and further discussions with the Council and HDV Board to inform the final solution adopted by the HDV.

The programme sets out the processes and timescales behind the delivery of the overall regeneration scheme and has been prepared to address the specific requirements of Northumberland Park. The initial programme is based on the indicative masterplan and initial phasing assumptions, including delivery activities based on the planning application strategy. In addition, it sets out when engagement, governance, design, cost planning, planning, sales and marketing, procurement, construction, occupation and estate management activities are envisaged to take place during the delivery lifecycle. This is subject to change following stakeholder engagement throughout the project moving forward, as well as formal Council endorsements of HDV processes and Secretary of State processes.

The critical path to the delivery programme will be the land acquisition, rehousing and demolition process that will pave the way for the construction of each phase.

Programme periods embedded in this initial programme are based on detailed benchmarking with other regeneration schemes and will deliver transformation at pace, whilst allowing for robust timescales for each process from initial engagement through to sales and occupation.

2.1 Key Milestones

By delivering tangible outcomes quickly in the programme, HDV will create a grassroots momentum for change that will secure early wins in the transformation of the existing estate and rapidly win the hearts and minds of the local population. To achieve this the early delivery of social infrastructure will be prioritised. The key milestones for 2018–32 are targetted by the initial programme are outlined below, highlighting the early delivery of community facilities and describing the outcomes achieved:

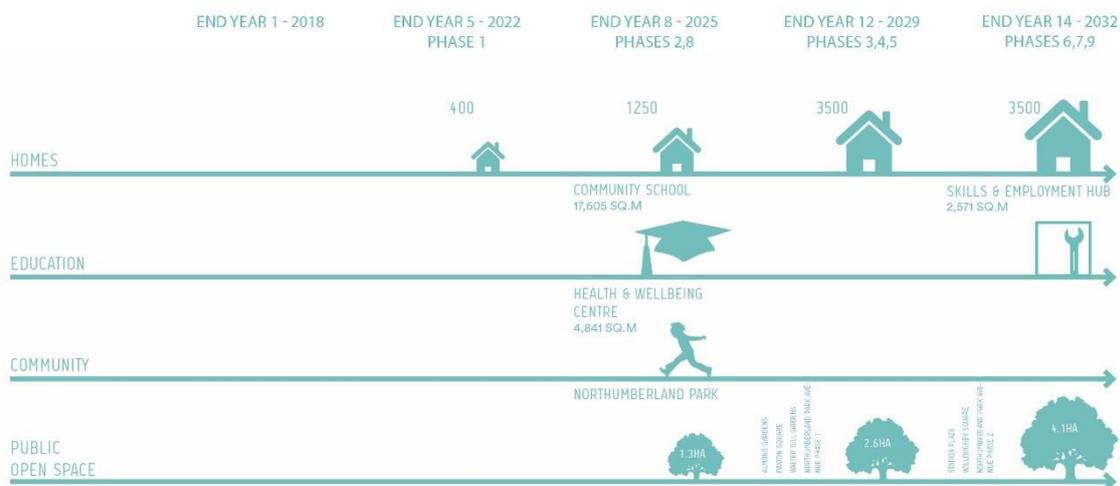


Figure 2-1: Indicative masterplan and initial programme targets meaningful transformation early

Within the 1st year - a visible spirit of change

A visible change will be created through meanwhile uses to empower the existing population and attract other Haringey residents to participate in the life and vitality of Northumberland Park. This will be achieved through a comprehensive engagement process and successful meanwhile uses and community support programmes.

Within 5 years - the perception of Northumberland Park will be changing

A perception change influenced by the success of the first phases of regeneration - quality new mixed tenure homes, employment space for the local creative industry, spaces for local retailers, all set amongst pocket parks and new public realm. A comprehensive communication and public relations strategy of positive messaging will be well underway. The first existing residents of the estate will have moved into their new homes and the community will be feeling positive about their new environment.

Within 8 years - a flourishing community with better prospects and healthier lives

An integrated and mixed community will be developing with existing residents living alongside a new population of residents and workers who will have been attracted to the area and bring increased diversity and local spend; together they will champion the revitalised identity of place. The heart of the old estate will have been replaced by the new central Northumberland Park and Health and Wellbeing Centre, linked by the green spine to the new Northumberland Park Community School and The Vale School.

Within 12 years - heralded as the benchmark for sustainable regeneration, driven by the community

Northumberland Park will be heralded as the benchmark of large-scale sustainable urban regeneration; a significant number of new homes will be complete, alongside creative workspace, retail and over 2.5 hectares of new green open space.

Within 15 years - a complete transformation, with a self-sustaining community

The regeneration will be complete, including a balanced mix of housing types and tenures, vibrant and active public spaces, community amenities that have improved quality of life, schools providing world-class education for local people, and a new office cluster or university campus.

2.2 Launch Plan

The following section considers the programme against these launch sequences:

- **100-day Launch Plan:** setting the tone of how the HDV will operate, embedding the HDV within the community and instigating momentum; and
- **1,000-day Programme:** providing a clear programme and deliverables for the first three years of operation.

2.2.1 100-day Launch Plan

The HDV will commence operations and prioritise early wins:

Governance:

- Gain endorsement for, and execute all key development strategies and plans that will set out the parameters of the delivery process as set out below; and
- Establish Northumberland Park reporting, governance and control processes.

Team establishment:

- Mobilise development management team;
- Appoint consultant team;
- Progress technical due diligence;
- Procure site surveys;
- Commission utility capacity due diligence and applications; and
- Establish an office for HDV.

Stakeholder and communication:

- Establish and launch comprehensive engagement and communication strategies;
- Work with the Council to establish residents' groups to assist the HDV in engagement activity;
- Complete stakeholder mapping;
- Establish Community Hub and employ local 'ambassadors of change' to staff it;
- Consultation to create a regeneration plan;
- Commence engagement with the Northumberland Park Community School and The Vale School client body to begin to define their Employers' Requirements for the new school; and
- Commence engagement with the Council's officers to define their Employers' Requirements for the Health and Wellbeing Centre.

Social and Economic:

- Early mobilisation of Be Onsite - Lendlease's not-for-profit employment support organisation - to operate in Haringey;
- Finalise Skills and Employment Hub strategy and agree location (prior to implementation this programme will be tested with local stakeholders to ensure no duplication occurs); and
- Initiate partnering and support programmes with local organisations and businesses.

Legal:

- Verify existing property and CPO assumptions should they be necessary;
- Finalise legal due diligence (including third-party rights over land);
- Commence land assembly and assist with the S105 consultation process; and
- Take out short leases on any existing premises identified for the meanwhile use programme.

Finance:

- Commence negotiations with North Tottenham Heat Network on connections to the District Heat Network.

2.2.2 1,000-day Launch Plan

The HDV will deliver the key activities to become established as a trusted, open, balanced and progressive regeneration business. Key will be the early activities to create place, which are illustrated in the diagram below.

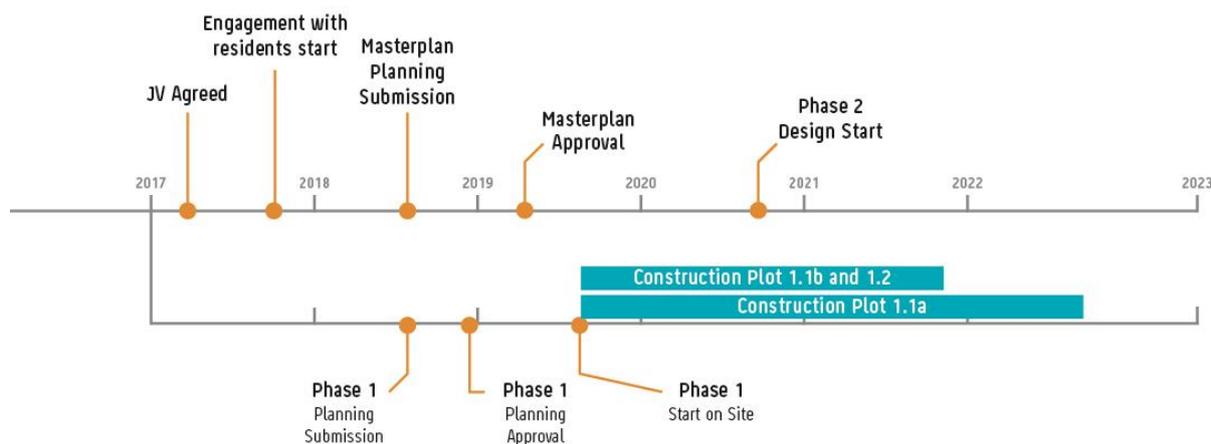


Figure 2-2 Establish early place making and starting percepton-change within the first 1,000 days

Key actions:

- Continue meaningful engagement with all stakeholders and the community;
- Launch meanwhile use programme of events to engage local community groups, residents and young people to raise awareness of HDV brand, encourage engagement and capacity building;
- Develop a detailed and coordinated Public Realm and Infrastructure Strategy (utilities, energy and roads) to respond to the obtained consents and ensure the longer-term programme can be delivered efficiently and without unnecessary disruption to the local community;
- Acquire necessary third-party land through negotiation if possible, start promotion of initial CPO if necessary;
- Obtain Outline Planning permission for the indicative masterplan, and detailed planning permission for phase one;
- Complete detailed design for phase one;
- Procure and let construction contracts on phase one;
- Agree Employer's Requirements for Northumberland Park Community School and The Vale School and the Health and Wellbeing Centre with respective client bodies; and
- Agree the ownership and management strategy for the affordable housing, and establishment of the same to include clarification of roles, responsibilities, contributions and programmes.

2.3 Development Phasing

2.3.1 Phasing Principles

The regeneration of Northumberland Park comprises a complex programme of phases that will take circa 15 years to deliver based on the indicative masterplan for regeneration.

The sub projects within the indicative masterplan have been grouped into nine delivery phases based on physical layout of the existing estate to enable flexibility within the acquisition, demolition and rehousing process associated with the existing properties. These delivery phases have been further subdivided into sub-phases of 250 - 500 homes, which is the optimal size for robust management during design, sales/letting, and construction stages. The sub-phasing will allow the smoothing of sales absorption requirements, delayed

cash flow, and sectional commencement and completion of construction activities. Whilst this refers to physical phasing, there will be other management interventions/meanwhile uses throughout the regeneration as a whole which will include local residents across all sub phases.

The early delivery of a new, larger school in Northumberland Park is an imperative for the HDV. It will help to deliver a step change in outcomes and opportunities for local residents, it will be a key piece of making infrastructure and will support the delivery of thousands of new homes.

As a baseline option, this Business Plan adopts the proposed new school site location that was included in the Council's brief for the bid process, however, further options will be investigated following the formation of the HDV to ensure that the optimal site is delivered. The HDV will engage with stakeholders to secure a new site location for the school that ensures it will maximise education outcomes and opportunities and can be delivered as a first phase of development (whilst first relocating any of the existing uses that currently occupy the site if relevant). Completion of the new school will also unlock the rehousing programme for the remainder of the phases, by freeing up the existing school site for building new homes. As such, the critical path to the development programme specifically runs through the planning, detailed design and construction stages associated with the school phase.

This Business Plan seeks also to deliver key regeneration outcomes concurrently with delivering the school, ensuring that local residents truly benefit from the regeneration programme, as well as creating an earlier perception-change of place for new residents. Innovative rehousing solutions will be sought to enable this.

[Redacted material]

HDV have considered several alternative phasing options which are set out in appendix 15 (Options for Early Delivery of New School) to this Business Plan.

[Redacted material]

This assumes that:

- The Northumberland Park Community School sports pitches cannot be developed whilst the existing school building is still operational;
- The existing households on the proposed new school site can initially be rehoused in existing homes in the local area, with a right of return to new homes once they have been completed within the Northumberland Park site; and
- The school construction programme can commence earlier due to earlier vacant possession of the new school site.

Financial modelling has confirmed that this phasing will not cause detriment to the commercial position of the HDV. This and other phasing options will be tested through community engagement, and further discussions with the Council and HDV Board to inform the final solution adopted by the HDV. It is important to note that no final decisions have been made regarding a location for the relocated schools. Please refer to appendix 15 (Options for Early Delivery of New School) for further information.

3 RESOURCE PLAN

3.1 Principles and Approach

The Northumberland Park resource plan will follow the governance, principles, approach, launch plan, and roles and responsibilities for the HDV business that are set out in the HDV Strategic Business Plan. Wherever possible this will include employing local people and companies.

3.2 Proposed Structure

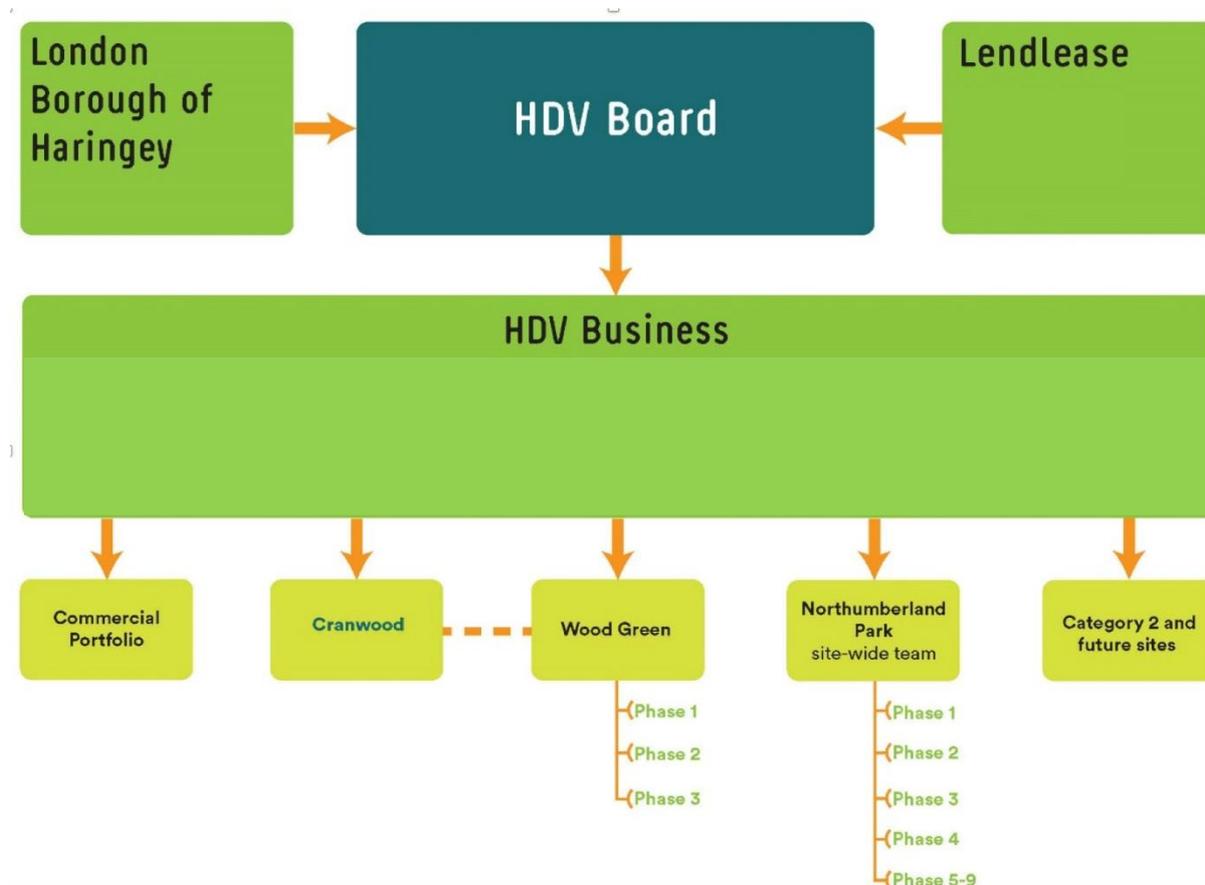


Figure 3-1: Draft HDV structure

The Northumberland Park Development Team will be responsible for the day-to-day management matters of the project and will be led by the Northumberland Park Project Director. The draft team structure is set out in the diagram below. Lendlease will provide staff to form the team through the Development Management Agreement with HDV, and this will be augmented with Council staff where there are appropriate opportunities.

3.3 Roles and Responsibilities

The Northumberland Park Development Team is responsible for day-to-day development management matters and delivery of social and economic, place and financial outcomes embedded in this Business Plan.

The HDV Project Director has the following responsibilities:

- Accountability for delivery of the Northumberland Park Business Plan;
- Leading the team to achieve the project vision and regeneration initiatives;
- Setting strategic direction through indicative masterplan, planning, construction and asset management phases;
- Developing and managing key stakeholder relations including community consultation programmes;
- Meeting the objectives and delivering the financial, social and economic outcomes defined in the Business Plan;
- Managing the efficient use of capital in delivering projects; consideration of this is particularly important in the Northumberland Park development where there are more significant phasing sensitivities where the commercial model is affected by choice between PRS and OMS;
- Monthly reporting and governance;
- Accountability for health, safety, quality and the environment; and
- Developing people and teams.

The Development Team will grow and change over the project lifecycle, from initial indicative masterplan, through plot design, construction and then asset management. At the outset, it is envisaged that the Project Director will oversee early design and planning preparation stages. However, once the project-planning application workload increases, a dedicated Development Director for Northumberland Park will be required to manage development functions on a day-to-day basis.

During the period of greatest activity (expected between year 2022 and 2028), the Development Team resource will increase due to the scale of delivery during this time including managing site-wide programmes and up to seven plots in various stages of delivery, and three plots occupied as live assets. The full detail of the resources required during the lifetime of the project is set out in the resource profile included in the HDV Strategic Business Plan.

The HDV Strategic Business Plan also sets out the job descriptions for each of the key roles within each of the development teams, therefore only the responsibilities of the sub-teams are described in this business plan.

Given the scale of development, the overall team will be broken down into four sub-teams with distinct roles and responsibilities. These four sub-teams and their respective responsibilities are set out in the table below.

Table 3-1 Development Team roles and responsibilities

Team	Responsibilities
Masterplan Team	<ul style="list-style-type: none"> ● Establishing, maintaining and delivering to the Business Plan; ● Leading the masterplan process to achieve the Hybrid Planning Submission (including Outline Planning Permission (OPP) and detailed planning for Phase One); ● Land acquisition process; ● Ensuring coherence of other teams with the obligations of the OPP; ● Community and stakeholder engagement and consultation; ● Coordinate engagement with third-party landowners including THFC; ● Market and demographic analysis to inform product typologies and mix ● Place, social and economic outcomes; ● Establishing and maintaining key site-wide land use strategies (including housing, commercial, retail and community strategies); ● Establishing and maintaining site wide mix and housing typology proposals; and ● Reviewing and optimising the OPP and drive innovative solutions in response to changing market conditions or policy.
Public realm and infrastructure teams	<ul style="list-style-type: none"> ● Delivering the public realm, physical and social infrastructure in accordance with the Business Plan; ● Integrating key stakeholder groups into the design of all highways and public realm infrastructure; ● Delivery of the programme of meanwhile uses including the temporary Skills and Engagement Hub (subject to testing existing programmes); ● Ensuring statutory approvals are achieved through early interface with Planning Officers, Highways Officers, TfL, and Utility providers; ● Management and maintenance of all land between drawdown and construction start; ● Establishing site offices, hoardings, site-access arrangements etc; ● Leading the coordinated design of all public realm and infrastructure and obtaining statutory approvals (including highways, public spaces, off-site trees, utilities, district heat networks etc); ● Co-ordinating technical input across all site-wide construction activities for residents' meetings, and managing customer help-lines; ● Procuring and administrating the public realm and infrastructure construction contracts; ● Works outside the redline boundary; ● Co-ordinating technical input across all construction activities for residents' meetings, and managing customer help lines; ● All estate and construction logistics including deliveries, consolidation, just-in-time management and co-ordination with other local landowners and developers; and ● Planning, coordination, and safe delivery within live highways.
Phase teams (example phase one)	<ul style="list-style-type: none"> ● Delivering phase one in accordance with the Business Plan; ● Associated stakeholder engagement and community consultation; ● Secure detailed planning application; ● Leading design of all vertical build and landscaping within the plot boundaries, and associated statutory approvals; ● Procuring and administrating the phase construction contracts; ● Sales/letting of product; and ● Handover and occupation phases.
Estate Management Team	<ul style="list-style-type: none"> ● Managing the occupied stage of the regeneration in accordance with the socio-economic, place and financial outcomes in the Business Plan; ● Strategically influencing the design process; ● Asset management of the commercialisation of the estate;

- Long-term maintenance of customer relationships post-occupation; and
- Estate management of the regeneration once occupied.

Lendlease as Development Manager for HDV has experienced teams, ready to work on the Northumberland Park scheme. Set out below are the roles required during the initial two years of the project.

Key deliverables during the first two years include initiating the stakeholder and community engagement process, and achieving outline planning permission for the masterplan and detailed planning permission for phase one. Not all the roles will be attributed for the entire two-year duration.

The HDV Project Director will have strategic oversight and accountability for the Northumberland Park project team.

Table 3-2 Masterplan Team roles (years 1-2)

Regeneration Team Roles
HDV Project Director
HDV Development Director
Master Plan Development Manager
Project Manager
Finance Manager
Community Engagement Manager
Assistant Development Manager
Assistant Project Manager
Ambassadors of change

Table 3-3 Public Realm and Infrastructure Team roles (years 1-2)

Public Realm & Infrastructure Team Roles
Development Manager
Project Manager
Infrastructure Project Manager
Assistant Development Manager
Assistant Project Manager

Table 3-4 Phase one Team roles (years 1-2)

Phase One Team Roles
Development Manager
Project Manager
Design and Technical Project Manager
Assistant Project Manager
Delivery Manager

Table 3-5 Estate Management Team roles (years 1-2)

Estate Management Team Role
Strategic Asset/Estate Manager

HDV will employ local people as part of the Northumberland Park Development Management Team. Initial appointments will include 'Ambassadors for Change' to staff the Community Hub, however this will be expanded to other roles as the team grows.

3.4 HDV Team Location

Within the first 1,000 days the Northumberland Park Team will be located within a Northumberland Park site office to enable direct access to the local community, supporting collaboration, improving problem-solving and eliminating duplication of effort.

3.5 Professional Team

HDV will partner with leading consultant teams during the regeneration programme to deliver the objectives of the Northumberland Park Business Plan.

This Business Plan has been prepared and agreed in partnership with LDA as Master Planner, AHMM as detailed plot Architect for phase one and DP9 as Planning Advisor. These consultants have extensive experience of working in the borough, and engaging with local people and stakeholders. A continuation of their appointment from bid stage is recommended to help ensure a quality regeneration is delivered, subject to agreement by HDV board.

Principal consultants will be supplemented with additional professionals in accordance with the specific requirements of each stage of the regeneration. In particular, HDV will employ a range of architectural and landscape design firms to achieve a variety of aesthetics within masterplan design codes. Once the project is in construction phase, we would expect the consultant teams to co-locate with the HDV development teams on site, to drive a collaborative 'one-team' approach.

In all cases, as set out in the HDV Strategic Business Plan, every effort will be made to place work within the borough, fostering local talent and supporting training and skills initiatives.

3.6 Key Operational Partners

Given the breadth and longevity of the Northumberland Park transformation, there will be many operational partners involved, those identified at this initial Business Plan stage are as follows:

3.6.1 Council Officers

The HDV will form a close but robust working relationship with Council officers, in particular those in the regeneration, planning, building-control, highways, leisure, health, and education departments. Planning Performance Agreements are a useful way to establish confirmation of planning strategy objectives, officer resource, programme and process milestones for large-scale projects and fosters collaborative ways of working.

3.6.2 Homes for Haringey

The HDV will initially partner with Homes for Haringey during the engagement and rehousing stages of the regeneration, this will be extended to management of the housing stock if

considered appropriate by the HDV. Further details on the HDV approach to affordable-housing ownership and management are set out in the HDV Strategic Business Plan.

3.6.3 Northumberland Park Community School and The Vale School

The HDV will engage with the Council, and school leadership, governors, teaching staff, and pupils to establish their comprehensive Employer's Requirements for the design of the new school.

In parallel HDV will partner with all of the schools in the Northumberland Park area on a programme of education initiatives that will improve pupil's access to skills and training to improve their employment opportunities.

3.6.4 Tottenham Hotspur Football Club (THFC)

Given the redevelopment programme for the THFC stadium which neighbours phase one of Northumberland Park, the HDV will engage with the club at the earliest opportunity to discuss and agree requirements for access, security and outside broadcast facilities.

3.6.5 Residents

HDV will engage with residents and their associations to ensure that the regeneration is inclusive of the existing communities. They will regularly attend meetings to listen to residents' concerns, and ensure options are properly tested, and proposals fully communicated. HDV will ensure residents' voices are heard loud and clear as part of the process.

3.6.6 Other

The Council has established a programme ("Place Champions") to train a number of residents with built environment and urban regeneration skills and knowledge. HDV will engage with these representatives and absorb them into the regeneration process to assist in the testing and communication of plans with the wider community.

An independent tenant and leasehold adviser (ITLA) was appointed by a panel which consisted of a resident majority. HDV will harness their knowledge and engage with them on the plans

Any other key operational partners in the area will be engaged with and involved throughout.

4 COMMUNITY AND STAKEHOLDER ENGAGEMENT

4.1 Strategy

HDV's approach to the regeneration of Northumberland Park is to put people at the heart of change; the community and stakeholder engagement strategy is of fundamental importance to achieving this.



HDV will adopt the community and stakeholder engagement strategic approach that is set out in the HDV Strategic Business Plan; a truly collaborative approach to testing and developing the vision and masterplan 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. This provides a framework for embedding a 'culture of participation' across all HDV operations. Key to success is developing a transparent core narrative and messaging, and using an appropriate range of engagement tools that allow all members of the community to participate. This positions the HDV, and the Council as a best-in-class example of inclusive urban regeneration.

The strategy will operate to the following guiding principles (subject to legal consultation):

- **Building relationships:** we act in an honest, open and respectful way at all times to build strong relationships, partnerships and trust with our many stakeholders, that include residents, businesses, Councillors, the wider local community and VCS sector;
- **Clarity of purpose:** we will be clear about why and how we are engaging and what the community can expect us to do with their involvement and feedback
- **Proactive and Inclusive:** we will proactively use a range of engagement methods (including co-design) and opportunities to ensure the broadest range of stakeholders can participate;
- **Coordinated and organised:** we will work with others to ensure our engagement activities are coordinated, well documented and any issues that arise are properly dealt with; and
- **Learning from practice:** we evaluate our engagement activities and learn from the feedback that has been provided.

For further detail on the Northumberland Park Community and Stakeholder Engagement plan, please refer to appendix 8 and the Strategic Business Plan.

In the addition to the above strategy, the Council has undertaken an Equality Impact Assessment (EqIA) outlining the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

Nothing in this plan is to be seen as replacing the Council's own engagement strategy, which is ongoing and pursuant to its statutory obligations.

5 SOCIAL AND ECONOMIC PROGRAMMES

This section summarises the social and economic programmes that have the ability to create pathways to opportunity for the residents of Northumberland Park. These programmes are a key component of the HDV's Social and Economic Strategy (more information is included in the HDV Strategic Business Plan and Social and Economic Business Plan), and directly responds to the HDV's social impact themes of:

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



The proposed principal social and economic programmes are:

- **Community Hub:** a place for community engagement, connection and interaction;
- **Skills and Employment Hub:** a visible front door for residents to access the training and employment opportunities created by the HDV (prior to implementation this programme will be tested with local stakeholders to ensure no duplication occurs); and
- **Supporting Local Enterprise:** supporting local business on Park Lane and the High Road through shop front improvement programmes and other initiatives as further detailed within the Commercial Portfolio Investment Business Plan.

5.1 Social and Economic Commitments

The schedule on the next page sets out the options considered to formulate Social and Economic Commitments for Northumberland Park, following the overall HDV approach:

HDV IMPACT THEME:	 Enabling education, training and employment	 Empowering people to improve their own health	 Creating homes and neighbourhoods where people can thrive	 Creating a safer environment where people are proud to live, work and visit
PLACE:	New Northumberland Park Community School and The Vale School Skills and Employment Hub* Community Hub Creative Businesses Hub incorporating co-working and studio space (Enterprise Zone) Significant increase in new shops, cafes and restaurants New office cluster or university campus	Community Health and Wellbeing Centre (Includes dentist and GP surgeries, counselling rooms, gym, fitness studios and sheltered housing) Green Spine and 2.5 hectares of new green open space promoting physical activity and incorporating cycle lanes and priority rights of way for pedestrians Park Lane enhanced to increase cyclist and pedestrian permeability throughout Northumberland Park and improved connections to Lee Valley Park An adventure playground at central Northumberland Park Permanent youth activity space which has the potential to incorporate skate parks, basketball and parkour in Paxton Square and Grow Gardens	Net increase in affordable homes through 5,000 tenure-blind new homes, 40% affordable (subject to viability) Seven neighbourhoods with their own identity: Family Zone, education area, enterprise zone, gateway, urban quarter, leafy avenue, high road - east village Community Hub New facilities: Community Health and Wellbeing Centre, Community Hub and Skills and Employment Hub* Network of parks and squares providing a focal point for community interaction Activated meanwhile uses Adopt Lendlease Design for Dignity Principles	Secure by Design principles incorporated throughout indicative masterplan design Increased permeability and connections between Park Lane and Northumberland Park to activate streets and increase footfall Estate Management and Housing Office to Adopt Lendlease Design for Dignity Principles
PEOPLE:	All Northumberland Park Residents and businesses	All Northumberland Park Residents	All residents, senior residents and residents with disabilities	All Northumberland Park Residents
PROGRAMMES:	<p>Delivered at the Northumberland Park Skills and Employment Hub - The Hub will offer skilling and employment programmes initially focussed on construction related opportunities generated by HDV and the wide-ranging roles that will be available. The Hub will be open to all and with an added emphasis on supporting those that are furthest away from employment. The curriculum will be developed with Council and other key partners to ensure it complements existing provision in the borough and that it provides additional capacity.</p> <p>Local enterprise support – business mentoring to start-ups and SMEs</p> <p>Affordable child care - partnership with a suitable organisation that will provide fully funded childcares spaces for residents that require additional financial support.</p>	<p>Forest School – assist all schools within the site boundary in delivering a forest school to promote increase connection with healthy lifestyles and Lee Valley Park</p> <p>Support HDV Healthy Food and Movement and Activity Strategies – holistic HDV programmes targeting increased activity and improved access to healthy food.</p> <p>International WELL Building Standard – Northumberland Park will pilot the WELL Institute’s communities programme which evaluates and provides a framework for improving the ‘health’ rating of the public realm through: air, water, nourishment, fitness, light, thermal, acoustic, mind and safety parameters.</p>	Northumberland Park residents will be able to participate in design and delivery via: Interactive website and online tools – provide all residents with access to information and a digital platform to engage with the HDV and partners Co-design workshops – community and stakeholder design forums and exhibitions, including Design for Dignity workshops Outreach – mobile and pop-up community spaces e.g. Community Hub HDV Community Fund – a grant based programme for community organisations <i>For more information refer to Community and Stakeholder Engagement in HDV Strategic Business Plan</i>	<p>Clean-up Amnesty – provision of waste disposal and swap shops for existing residents to reduce the perception of crime</p> <p>Place Score – a community consultation and place benchmarking tool that will baseline and monitor perceptions of Northumberland Park</p> <p>Estate Management - Vandalism will be rectified immediately, litter will be cleaned daily, and estate management staff will be more prominent on a day-to-day basis</p> <p>Be Onsite – niche employment for currently serving prisoners or ex-offenders</p>
NORTHUMBERLAND PARK COMMITMENTS:	<ul style="list-style-type: none"> 100% London Living Wage during construction circa 2000 local residents employed, 50% previously unemployed, 25% sustaining >6months, 50% BAME 35 ex-offenders employed 240 Apprenticeships 3,250 skilling outcomes 	<ul style="list-style-type: none"> 100% of residents being rehoused have access to a mental health first aider 3,000 local residents have increased mental health literacy 200 community mental health first aiders Zero tolerance on retail properties not adopting HDV healthy food strategy within Northumberland Park 10% increase in the number of local residents who frequently cycle 10% increase in the number of residents who walk regularly >60% of Northumberland Park residents registered with the Community Health and Wellbeing Centre Northumberland Park to be submitted as a potential WELL Communities pilot 2.5 hectares of new green space with linkages to Lea Valley Park Support all schools within the site boundary to adopt the Forest School programme 	<ul style="list-style-type: none"> Northumberland Park Community Charter Net increase in affordable homes All of the existing tenants and resident leaseholders will be offered the opportunity to be rehoused on site through the right to return commitment from the council Community Hub Design for Dignity workshops to be held for all projects Northumberland Park community volunteers to be trained to deliver HDV healthy live programmes Ensure that Northumberland Park Community Organisations are aware of the HDV Community Grant process and how to apply 	<ul style="list-style-type: none"> Four clean-up amnesties at Northumberland Park prior to resident rehousing Residents and visitor safety perception baseline with routine monitoring throughout construction and for a 2 years’ post completion of each phase 35 ex-offenders employed (construction or end use) Estate Management office

NB. Skilling and employment outcomes are ~70% of HDV overall commitments
 NB. All figures given are predicated in the quantum of development included in the indicative masterplan for regeneration, and therefore subject to change with this plan through stakeholder engagement and detail design
 *All proposed programmes will be tested via consultation before implementation

5.2 Be Onsite Office

HDV will host a Be Onsite presence at Northumberland Park for the duration of the project, to improve the prospects of local people via skills and training focused on work ready, job ready and up-skilling outcomes. Be Onsite is Lendlease's not-for-profit organisation that supports the long term unemployed, ex-offenders and currently serving prisoners into sustainable employment.

In December 2016, Be Onsite was awarded a £1 million three-year contract from CITB to reduce skills gaps and reoffending by working with construction industry partners and rehabilitation specialists to offer sustainable employment opportunities to serving prisoners and ex-offenders.

5.3 Skills and Employment Hub

The Hub will offer skilling and employment programmes initially focussed on construction related opportunities generated by HDV and the wide-ranging roles that will be available. The Hub will be open to all and with an added emphasis on supporting those that are furthest away from employment. The curriculum will be developed with Council and other key partners to ensure it complements existing provision in the borough and that it provides additional capacity.



5.4 Supporting Local Enterprise

HDV will support local businesses and organisations by leveraging the existing retail and employment spaces on Park Lane and the High Road, delivering the following outcomes:

- Getting existing businesses 'regeneration ready', so that they will benefit from the increased local prosperity;
- Creating opportunities for the new start-up businesses and cultural/community organisations;
- Creating more jobs by working with the commercial portfolio team to provide affordable retail solutions for local business start-ups;
- Educating and up-skilling, business mentoring, and targeted skills training for start-ups and SMEs; and
- Improved activation of Park Lane through meanwhile uses.

5.5 Homes for Haringey / Project 2020

The Project 2020 hub is located at Kenneth Robbins House, Northumberland Park, and has both a youth and employment focus. It offers targeted activities for young people as well as an employment offer that supports tenants and residents to access mainstream employment, training, volunteering and work experience through signposting to local providers and partners. HDV will support and work closely with Project 2020 as it delivers these key services to the local community.

6 PROCUREMENT

The overarching approach to procurement processes is set out in the HDV Strategic Business Plan and the Contractor Framework Agreement.

For a regeneration programme of the scale, scope, duration, and diversity of Northumberland Park, a range of construction partners will be necessary to successfully deliver this Business Plan whilst effectively managing risk.

The preferred procurement route will be explored and a recommendation made to the HDV Board by the HDV Development Manager at the definition phase for each site. The strategic options are:

- Contractor Framework with Lendlease Construction (LLC);
- Competitive procurement of Third Party Contractor; or
- Combination of both for a particular phase.

For larger scale or more technically complex projects with infrastructure dependencies, the HDV will be able to leverage the Contractor Framework with Lendlease Construction (LLC), and thus benefit from a fully integrated Lendlease service. In these circumstances, HDV will utilise the framework to transparently establish value for money against desired performance metrics.

Further detail on how HDV will make the assessment as to the appropriate procurement route, and the Lendlease Contractor Framework are set out in the Strategic HDV Business Plan.

The delivery of the early phases of the regeneration will define London's perception of the quality, programme, and impact on the community of the regeneration to come. The Lendlease Contractor Framework will enable HDV to leverage Lendlease Construction's expertise at delivering quality large scale regeneration, with momentum and sensitively for the local community. This will be particularly pertinent due to the complexity of some of the earlier buildings (residential tower, and Health and Wellbeing Centre). Later phases will provide ample opportunity to procure other third party contractors.

7 LAND ASSEMBLY

A FINANCIALLY VIABLE INDICATIVE MASTERPLAN HAS BEEN DEVELOPED FOR NORTHUMBERLAND PARK, BASED ON TANGIBLE DELIVERABILITY AND WITH A LOGICAL STRATEGY OF RETENTION, REFURBISHMENT AND REDEVELOPMENT OF EXISTING HOMES. DELIVERY PHASING IS BASED AROUND A VIABLE REHOUSING STRATEGY THAT WILL UNLOCK EARLY TRANSFORMATION TO WIN HEARTS AND MINDS.

The land assembly strategy is set out in appendix 10.

8 PLANNING STRATEGY

HDVs regeneration of Northumberland Park will support the delivery of borough-wide strategic planning objectives, and the Council's transformational change agenda. The policy framework includes the London Plan, the Mayor's Upper Lea Valley Opportunity Area Planning Framework (the OAPF), the Local Plan and, in particular, the emerging Tottenham Area Action Plan (AAP) and other relevant guidance.

HDV will work in partnership with the Local Planning Authority and the GLA to test and shape future planning policy. This will ensure a strategic approach is adopted that realises the full potential of the Northumberland Park regeneration.

The Northumberland HDV team will be working alongside Haringey Planning Officers for the next 20 years, therefore a collaborative relationship is integral to success. Working styles and meeting structures will drive an efficient 'one-team' spirit and shared outcomes.

HDV will deliver the Council's policy objectives to deliver significant density of quality new homes which maximise the development afforded by the existing condition and the proposed improved transport connections. This will strengthen the case for the necessary infrastructure investment.

The strategy for Northumberland Park will be to submit a hybrid application; a single outline planning application for the majority of the site concurrently with a detailed planning application for phase one. The outline planning application will establish parameters for the minimum and maximum amount of development, the range of planning uses, access and the approach to achieving exemplary co-ordinated architectural variety. The application will include Parameter Plans, a Development Specification, a Design Strategy document, a Design and Access Statement, an Environmental Impact Assessment, and an Illustrative Masterplan.

Once outline planning permission is achieved, a series of reserved matters applications will be submitted over the lifetime of the project, which will establish the exact height, use, appearance, layout, and design of each phase.

The indicative initial phasing plan assumes that a detailed application for phase one will enable early delivery of new homes for rehousing from the school site. It will be developed concurrently (and in co-ordination with), the outline planning application.

Table 8-1 Key planning strategy indicative milestones during first 1,000 days based on indicative masterplan for regeneration and initial indicative programme (subject to community and stakeholder engagement moving forward)

Milestone
Submit Outline Master Planning
Submit Detailed Planning Consent Phase 1
Obtain Detailed Consent for Phase 1
Obtain Outline Planning Consent for Northumberland Park Masterplan.
Submit initial Reserved Matters Application for to include significant social infrastructure
Secure Reserved Matters Planning Consent

Planning Performance Agreements will be established with officers to lock in the agreed planning strategy objectives, milestones, programme and officer resource. In addition, HDV

will negotiate Section 106 Agreements alongside the initial planning applications such that they can be executed on planning determination.

8.1 Heritage Buildings

There are three listed buildings at the boundary of delivery phase five within the High Road Conservation Area. The design in these areas will evolve in partnership with conservation officers, local heritage groups, and English Heritage. Separate full planning applications and listed building applications will be prepared for any works, alongside reserved matters applications for the adjoining phases.

9 DESIGN CONTROL

HDV will implement a robust and rigorous design control process at Northumberland Park. This will control the full lifecycle of regeneration programme, ensuring cost certainty and viability, quality of product, safety, sustainable outcomes, buildability and value optimisation.

The Northumberland Park regeneration is a programme of sub-projects some of which cover site-wide issues (i.e. master-planning, and public realm and infrastructure), and others which relate to the delivery of specific phases or plots. Robust design control will be vital to ensure compliance with the Business Plan. These design control processes will be instigated on a day to day basis at a project level, and as part of the monthly and end stage HDV governance processes.

9.1 Control Measures

[Redacted material]

9.2 Technical Approvals

HDV will require approval from numerous statutory bodies and technical stakeholders during the regeneration programme, many generic, but many specific to the site. A Technical Approvals Tracker will be implemented documenting the key deliverables and associated milestones against all approvals needed for each part of the regeneration. The HDV Business Plan explains in detail our approach to dealing with approvals such as planning, Building Control and warranty providers. Specifically, for Northumberland Park we will address the following:

- **Highways agreements:** At an early stage HDV will agree an adoption, stopping up, and highways approach strategy with the Council. HDV will subsequently work with the Council's highways officers and TfL to achieve necessary highways approvals. This will be especially important for installing the district heating pipework from the High Road and any upgrades in network infrastructure required for power, water or drainage;
- **Secure by Design:** HDV will liaise with the Metropolitan Police's 'Designing out Crime' Officer and with the wider Metropolitan Police regarding Northumberland Park generally and match day crowd control;
- **North Tottenham Heat Network:** Early engagement will ensure a robust low carbon solution, and a co-ordinated technical design and delivery programme for the district heat network;
- **Utility Companies:** HDV will work with Thames Water, UKPN and other network providers to secure the necessary statutory permissions for connections to, and upgrades of, the utility infrastructure;
- **Railway infrastructure:** HDV will work with Haringey, Network Rail, West Anglia and Crossrail 2 to support the proposals for railway infrastructure improvements at Northumberland Park Station; and
- **Northumberland Park Community School and The Vale School:** HDV will work with the schools' leadership to formulate a design and proposal that enhances the educational offering, ensuring continuity of education and a seamless move process into the new school. HDV will also assist the Council with the Business Case.

10 CONSTRUCTION

HDV WILL APPLY PROVEN EXPERTISE IN THE MANAGEMENT OF MULTIPHASE CONSTRUCTION PROGRAMMES TO SAFELY DELIVER QUALITY OUTCOMES, WITHIN DEFINED BUDGETS AND PROGRAMMES, WHILST MINIMISING DISRUPTION TO EXISTING RESIDENTS AND BUSINESSES

The management of the construction of Northumberland Park will follow the overall approach set out in the delivery section of the HDV Strategic Business Plan and the Contractor Framework Agreement.

At Northumberland Park, HDV will establish a logistics co-ordination group (as a subset of the landowners group), responsible for co-ordinating all construction logistics to minimise disruption to local residents and businesses, and ensure public safety. Initial membership will include Council highways officers, TfL, HDV, Tottenham Hotspur FC, Network Rail, and the selected developer for the High Road West regeneration. Membership will be adapted during the lifecycle of the regeneration as appropriate. Particular focus will be placed on co-ordinated logistics plans, defined delivery routes, cycle safety, hoarding lines, crane movements, and effective co-ordinated communications with the local community. With the agreement of all landowners' easy wins will be implemented such as a 24-hour residents' hotline, and delivery vehicle accreditation schemes.

The scale of Northumberland Park 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.

11 HANDOVER AND OCCUPATION

To achieve the goals of the Business Plan, HDV will implement sector specific processes for completions and handover reflecting the mixed-use nature of Northumberland Park, and will ensure:

- A defined handover process between the HDV, its development managers, the contractor and the customer that provides certainty of delivery without compromising quality;
- Clearly defined roles and responsibilities;
- A consistent approach to customer relationship management; and
- Defined process for implementing accounting revenue recognition policy.

Further details of the overarching approach to handover and occupation can be found in the delivery section of the HDV Strategic Business Plan.

11.1 Residential Handovers

The handover and occupation of a home is a critical stage in the customer relationship. HDV will deliver a consistent approach to homes of all tenures that delight the customer and enhances the HDV residential brand.

Handover processes and phasing will be planned in detail to incorporate sectional occupation of phases and buildings to facilitate the decant process, and smooth the occupation profiles. This is of particular importance to the tall buildings that form, part of the early and late phases on Northumberland Park.

Ensuring that construction works are complete and snags closed out prior to handover is critical to maintaining customer satisfaction.

[Redacted material]

Quality control tools will be implemented throughout the construction period and into aftersales and aftercare including:

- A robust apartment quality benchmarking process for each tenure;
- An in-depth fit-out and commissioning witnessing and checking regime that will incorporate key stakeholders such as the Client body to the school, and affordable housing owner;
- A clearly defined process for Practical Completion;
- A strategic customer engagement strategy, commencing at point of sale and continuing post completion to gather feedback; and
- A rigorous aftersales team to ensure prompt close out of defects and feedback gathering on customer satisfaction.

11.2 Retail Construction and Handover

Delivering 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 is key. It is important that the restaurants offer includes 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.

Retail units and restaurants who are well established will follow the typical retail construction and handover process (please refer to the HDV Strategic Business Plan) of taking the units in a shell and core state, and working with their own designers and contractors to create interiors, signage and outdoor seating, if applicable, that complement both their brand and the store setting.

Start-ups and other tenants that are less established are an important part of making the regeneration unique and special, but will require more support from the HDV to get their space up and running. These tenants will most likely take their spaces in a white-box condition, where most of the major construction is completed for them, and all they will need to do to the space is to install fixtures and decorate. This allows them to complete their spaces more quickly, with less capital required, and with the stress of construction off their minds so they can concentrate on making their stores special.

11.3 Commercial Office Construction and Handover

The commercial offices are planned to be a combination of Grade-A space for large scale employers of multi let SMEs, co-working spaces and incubator spaces, offering a fit for businesses in every stage of their lifecycle.

The tenants taking the Grade-A space and the operator of the co-working space will be handed space in a shell and core condition and will work with their own interior designers and contractors to complete their space. If they prefer a more turnkey fit-out, the HDV can offer a fully integrated end-to-end fit-out service for them.

For incubator spaces, office space will be finished so that the tenant can move in quickly with less capital and only need to fixture the space.

Please refer to the HDV Strategic Business Plan for more details on the construction and handover process.

11.4 Social Infrastructure Handover

Public buildings such as the new facilities for Northumberland Park Community School and The Vale School will require a seamless handover and occupation process to ensure continuity in their operations and minimise disruption to staff and students.

HDV will establish integrated plans for the School and Health & Wellbeing Centre setting out co-ordinated occupation and handover processes, and if necessary a completion and rehousing plan. These plans will provide clarity and comfort on the design, delivery, and management of each project through the construction and handover stages. They will also cover the transition of any existing operations into the new school building (i.e. for the Northumberland Park Community School and The Vale School leadership, teachers, and pupils).

Key objectives:

- Continuity of service for school and health providers;
- 'Right first time' customer experience;
- Minimised disruption for pupils, and patients;

- Highest safety standards are embedded for construction and logistics given the operational environment;
- Best value construction programme, in particular delivering the Council's imperative to deliver the school as early as possible;
- Robust change management process; and
- Affordability.

A fully detailed Acceptance and Handover Plan will be developed for each project that will:

- Ensure efficient close out of project operations and smooth handover of the project works, including all deliverables, to the client;
- Ensure the correct level of record documentation is handed to the client bodies, and is kept within archive and is easily retrievable if required; and
- Provide project performance feedback information for continuous improvement as part of the KPI process.

12 PHYSICAL INFRASTRUCTURE DELIVERY

Integration of place making through all aspects of the development is key to successful delivery, extending to the coordination of utilities infrastructure. The HDV, will develop a detailed Infrastructure Masterplan that addresses the unique challenges whilst also ensuring a coordinated and strategic approach. Examples of our approach are given below:

- 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.

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.

13 ESTATE, HOUSING AND ASSET MANAGEMENT

13.1 Management Structure and Roles and Responsibilities

HDV will create a mixed tenure community, with a cohesive, tenure blind approach. Northumberland Park is an opportunity to create a great vibrant place, including retail, commercial and social uses. This will require a management solution that provides a consistent approach across the estate, tailored to the specific intensity of uses, budgets and management requirements of the disparate uses, and reflecting each character area of the estate.

HDV will retain a long-term interest in the estate management company to ensure a robust estate management regime is applied for the long term.

Clarity of structure, roles and responsibilities will be vital to the success of the regime. The management structure will comprise the following, each funded by separate billing lines within the service charge:

- Asset management: commercialisation and activation of the estate;
- Estate management: management and maintenance of the public realm between the buildings and security facilities; and
- Block management: management and maintenance of the buildings, and their private communal facilities and gardens, car parking and other servicing areas.

To support the long-term strategy and delivery of services, our initial proposals is that an overall Northumberland Park Management Company (Estate ManCo) will be established. This would be a limited company with a board comprising residential representatives from each of the neighbourhood areas, retail representatives, commercial representatives, the Authority, and other appropriate statutory stakeholders. 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.

Initially, the HDV would be a member of the Estate ManCo, acting as a guiding hand to ensure that the estate management principles inform decisions and allow a smooth transition from delivery to asset management. At an agreed handover date, the HDV would resign its membership, and hand over to the wider membership of the Estates ManCo Board.

A hierarchy of sub committees and management companies would be created below the overall Estate ManCo to manage the public realm and common areas, plots and buildings in each character area. The sub committees would be made up of representatives from local residents and businesses, who will make decisions affecting services unique to that area and the charge for those services. For example, on match days, Paxton Square will require additional cleaning and security presence. This will need to be managed and agreed as part of the specific approach for this area, with appropriate commercial agreements established with Tottenham Hotspur FC.

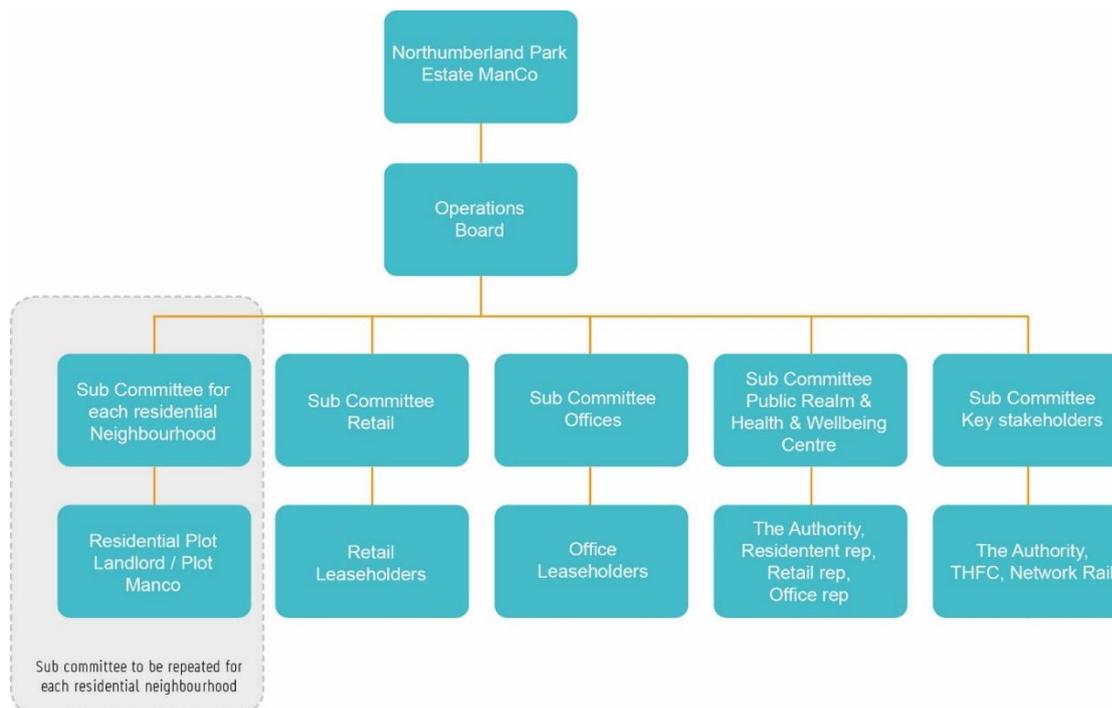


Figure 13-1 Northumberland Park draft estate management structure

The Northumberland Park estate comprises a mix of existing adopted and new un-adopted highways and public spaces.

The HDV will work with the Authority to agree a practical approach to adoption that will create a cohesive management approach to the estate. The following indicative allocation of roles and responsibilities will be developed in more detail during the launch stages.

Table 13-1 Proposed draft estate management strategy

Area	Description	Manager
Adopted Highways and Public Realm	A rationalised version of the roads adopted by the Council	The Authority
Non-Adopted Highways and Public Realm	The remainder of the public realm	Estate Management Company
Plots	The building plots upon which blocks or clusters of blocks will be built	Plot Management Company
Housing	The new homes.	Management Company, HfH, or Registered Provider.
Offices / University Cluster	The new buildings for new affordable housing tenants.	Sub Committee
Northumberland Park Community School and Vale School	New school	School leadership teams
Health & Wellbeing Centre	Estate Management Company	Estate Management Company
Retail and Creative Business Hub	Sub Committee	Sub Committee

13.2 Managing the Estate

The Northumberland Park estate comprises a mix of existing adopted and new un-adopted highways and public spaces.

The HDV will work with the Council to agree a practical approach to adoption that will create a cohesive management approach to the estate. The following indicative allocation of roles and responsibilities will be developed in more detail during the launch stages.

The Estate Management Company will provide the following management and maintenance services for everyone on the estate in respect of the un-adopted public realm areas:

- Onsite estate operations manager;
- Landscape maintenance;
- Litter picking and sweeping;
- Planned and unplanned maintenance;
- Events and enlivenment;
- Commercialisation;
- Enlivenment;
- Parking enforcement; and
- Security.

The strategic HDV Business Plan includes an overarching strategic approach to the Estate Management Strategy, which will be adopted for Northumberland Park.

13.3 Service Charges

Critical to both the long-term sustainability of the regeneration, and HDV's approach of putting people at the heart of change, is that service charges are affordable to all. In particular, HDV will ensure that charges associated with the affordable housing and rehoused households are maintained at affordable levels. HDV will achieve this by using service charge and lifecycle maintenance cost estimates to inform the design of all buildings and public realm in the regeneration. The service charges for the affordable housing provision are non-profit, therefore the increase in cost is representative of heightened security services/cctv installation etc. being provided.

Service charges comprise:

- Block charge: which will pay for day-to-day maintenance and lifecycle replacement costs associated with the buildings and the plots, and additional services and facilities such as concierge service, resident's rooms and communal gardens; and
- Estate charge: which will pay for day-to-day maintenance and lifecycle replacement costs associated with the wider estate, and communal services such as events and enlivenment, security and estate management, including staffing costs.

13.4 Employment Space Management

Pro-active management of the office, workspace, and retail leaseholds is crucial to ensuring that the build quality and values are maintained in the long term. Tenants will be obligated to maintain and manage their units. A pro-active management policy, including regular monitoring and inspection by the managing agent will ensure that lease obligations are fulfilled and the asset is being properly maintained.

The leases will also place restrictions on use classes of the commercial units further to the initial planning restrictions to enable the HDV to curate and manage the leasehold occupiers. This will prevent the over-occupation of certain types such as A3 units, thus helping to protect long-term values.

The long-term maintenance of the units will also be guaranteed by the form of the leases and by the management strategy. The leases will allow for a sinking and reserve fund that will be collected and periodically used to ensure that large items of expenditure, such as plant, are able to be replaced without issue.

The commercial units will also be responsible for contributing to the estate charges. There is the possibility to levy a higher proportion of the events and enlivenment budget for the new public spaces against the commercial schedule and ring-fence this contribution. The commercial units will benefit from the increased footfall and area profile. This approach will ensure that the budget is protected on a long-term basis, bringing increased benefits to the estate and protecting the value of the units themselves.

The retail occupiers will be actively encouraged to participate, sponsor and curate events and initiatives beyond what is delivered through the events and enlivenment budget. Liaison between the estates team and the commercial occupiers will be of the utmost importance in order to secure funding and sponsorship arrangements. This again will rely on pro-active management by the managing agent and estate team.

The employment space across the Northumberland Park indicative masterplan varies in scale of offer, type of building, and the nature of tenants that will be attracted. Services provided and associated charges will therefore be variable against a range of factors.

13.5 Approach to Servicing and Waste Management

Getting waste and environmental management right at Northumberland Park is of critical importance. The issue was specifically raised by existing residents during consultation undertaken by the Council. The existing estate is often blighted by rubbish in the street, and its presence erodes community spirit.

HDV will introduce well designed refuse storage arrangements and well managed collection services, supported by intensive street cleaning and litter collection regimes. HDV will work with the Council to expand existing programmes involving local residents to help generate behavioural change with regard to litter, and a grass roots approach to ownership of the cleanliness of the estate.

The indicative masterplan for regeneration assumes that all servicing will be undertaken 'on street' from specially designated bays, and that waste from residential buildings will be collected by the Council's own waste services. Retail and commercial uses will have a separate commercial arrangement, coordinated through the estate management team. Refuse stores will be provided within the drag distances permitted for each operator.

The HDV will verify this approach and establish a co-ordinated detailed strategy for service and waste management arrangements across the indicative masterplan. This will ensure that key principles are embedded at an early stage of the design for all plots to avoid unnecessary cluttering of the public realm. Lease grants and deeds of service will be used to provide the estate management company with the Council to regulate servicing (such as timing of deliveries) and ensure waste management is incorporated into building and public realm design.

13.6 Tottenham Hotspur FC Match Day Management

The successful mixing of the new residential and commercial uses adjacent to a major sports stadium brings with it opportunities and challenges, especially during match days. Therefore, both the short and long-term approach to management of the public realm, particularly surrounding phase one of the Northumberland Park development, will need to take into account the significant number of visitors to the site during Tottenham Hotspur FC games.

This footfall will benefit local cafes and retailers. However, additional security, refuse collection and general crowd management will need to be considered alongside any extra service charge resulting from them.

HDV will seek to introduce fee-paying meanwhile uses in the public realm areas to support the additional charges incurred and will explore how the Tottenham Hotspur FC could share the cost of any extra service charge required.

The safety of residents, fans and the general public is of the utmost importance. HDV will work with Tottenham Hotspur FC to agree associated design and commercial aspects, to establish a Crowd and Transport Operations Plan specific to the design of the indicative masterplan. Match day management and response planning will be undertaken through, which will be agreed with, all stakeholders including the police.

The core objectives of this plan will be to:

- Provide a safe and effective crowd and transport operations plan for the stadium operations within the wider area;
- Minimise disruption to local residents, businesses and other visitors to the area;
- Facilitate the bespoke operations relating to each event;
- Provide a fully co-ordinated concept of operations agreed with all principal stakeholders; and
- Co-ordinate with other events that are happening within the wider estate.

A Stadium Safety Advisor Group will be established to endorse and maintain the plan. This group will include representatives from Tottenham Hotspur FC, HDV, and the Estate Operations Board and other key public and private stakeholders as appropriate. HDV will also be part of the Gold Command structure that will be briefed pre-game and debriefed post-game, liaising with the police and stadium staff as required.

Park Lane will continue to be used as the major pedestrian contraflow on football match days, allowing easy access from Northumberland Park to the stadium.

13.7 Asset Management Strategy

HDV will consider a range of long term options for assets including models in which HDV would have a long-term hold position, these are set out in more detail in the HDV Strategic Business Plan. The initial assumptions on asset management responsibilities for Northumberland Park are set out in the table below.

Table 13-2 Possible asset management strategy

Area	Description	Owner / Asset Manager
Adopted Roads	The roads adopted by the Council	Haringey Highways
Non-Adopted Public Realm	The remainder of the public realm (see section above)	HDV Estate Management
Plots	The building plots upon which blocks or clusters of blocks will be built	See strategic Business Plan
Offices / University Cluster	Office or tertiary education space	Commercial owner / education body
Northumberland Park Community School and Vale School	New school	No change of ownership proposed by HDV regeneration
Health & Wellbeing Centre	Health & Wellbeing Centre	SPV for Building Ownership and Management
Retail and Creative Business Hub	The shops and offices on the estate	SPV for Building Ownership and Management

The asset management strategy will be reflective of the final ownership strategy for assets as referenced in the Strategic Business Plan.

14 MARKETING, SALES, LETTINGS AND COMMUNICATIONS STRATEGIES

14.1 Marketing Strategy

[Redacted material]

14.2 Residential Strategy

14.2.1 Affordable Homes Strategy

Affordable housing is at the heart of the HDV's approach to putting people at the heart of change, and in delivering the Council's vision for the future of Northumberland Park's residents to be equal to the best in London, the affordable housing offer will ensure a diverse and inclusive future for the regeneration.

This Business Plan supports the Council's ambition to deliver higher levels of affordable housing, and targets the provision of 40% to be provided. The HDV Strategic Business Plan sets out the approach to the viability process, and demonstrates compliance with the planning policy for affordable housing.

The affordable housing offer will include a mix of rental and ownership tenures pegged at various income ranges that will enable an inclusive and balanced community to develop. The mix will be flexible to change with the specific needs of existing households that will become apparent during consultation.

For further detail please refer to the HDV Strategic Business Plan.

14.2.2 Market Homes Strategy

The market homes distribution strategy will be based on minimising the risk of open sale absorption, and maximising the value that will be achieved.

This Business Plan assumes that open market sales in Northumberland Park will be slow to start due to the piecemeal nature of the rehousing and residual concerns on place, but will gather momentum once a critical mass of key place-making interventions have been delivered in phase two. Rental homes will be prioritised to early phases to enable momentum of delivery.

14.2.3 Target Markets

The target markets for the new market homes in Northumberland Park, regardless of tenure and income levels, are:

Table 14-1 Target consumers for market homes

Target Audience	Key Influences to Buy/Rent	Type of Property
Upwardly mobile social tenants	Existing council tenants who have sufficient savings or incomes to become first time buyers	1-2 bedroom homes
Families	Size, comfort, security, proximity and quality of schools, amenity space for children, convenience for work, capital growth	2 to 4 bedroom homes
Downsizers	Convenience to leisure amenities, good communal facilities, strong management regimes, proximity of cafes/restaurant, security, open spaces	Larger 2 to 3 bedroom homes

Young couples	Convenience for work, value for money, security and open spaces, proximity of cafes/restaurants, location of friends, design, capital growth	1 to 3 bedroom homes
First time buyers, Individuals and sharers (without children)	Convenience for work, value for money, security and open spaces, proximity of bars and restaurants, location of friends, capital growth	Studio to 1 bedroom homes
Professionals	Convenience for work, good communal facilities, strong management regimes, proximity of bars and restaurants, location of friends, capital growth	1 to 3 bedroom homes
Students	Convenience for university, proximity of bars/restaurants, location of friends, cost	1 and 2 bedroom units and possibly 3 and 4 bedroom units to share
Intermediate affordable	Purchase price, convenience for work, occupational cost, security and open spaces, proximity of bars and restaurants, location of friends, capital growth	1 and 2 bedroom units.
Investors	Convenience of public transport, rental demand and yield, capital growth, security and management when not occupied	Studio to 2 bedroom homes
Existing renters	Currently renting privately in the area seeking to remain in the area with better quality homes	1 to 4 bedroom homes

14.2.4 Pricing of Market Homes for Sale (OMS)

The regeneration vision, the neighbouring regeneration schemes and the connectivity upgrade works make a compelling marketing case for new market homes in at Northumberland Park.

The existing housing stock is mainly ex-council housing that has driven down average local prices. Limited new homes have been built in the surrounding area in the last few years resulting in a lack of comparable development schemes across both open market sale sections.

Measures proposed to prioritise local sales and marketing includes a commitment to the standards set out in the Mayor's Concordat and HBF charter, which protects the marketing of homes to local buyers first.

14.3 Employment Space Strategy

14.3.1 Office Strategy

The indicative masterplan for regeneration proposes a commercial cluster comprising an office or university campus in the last phase of regeneration that will be completed by 2032. Given these timescales it is not viable to identify specific tenants now, but instead general target markets. These include major corporate occupiers, prominent local universities and cultural organisations within travel Zones 1 and 2 who are seeking a lower cost option with better amenity, but retained good connections to central London.

The cluster would provide new affordable modern workspace facilities and spaces to support creative enterprise supported by on-site retail, leisure and residential accommodation under single ownership, which would attract high-profile tenants. This approach has seen several

strong covenant leases achieved in recent years such as the relocation of the English National Ballet to London City Island in Canning Town, and UCL and Loughborough University to Here East in Stratford. Our approach to supporting creative industries is detailed further in the following section.

A key differentiator to other commercial offers would be the provision of high-quality communal facilities and amenity spaces associated with the buildings, including green transport infrastructure and outside spaces. The surrounding public realm would be attractive to employees, and ground floor uses would include shops, cafes and restaurants that will be selected to enhance the feel of the place.

HDV will work with national agents to identify and secure the most appropriate tenants in the market when commencing detailed design of the building.

14.3.1.1 Pricing

Northumberland Park is comparable to several other outer-London commercial regeneration programmes of the last five years. In all instances the levels of take-up has dramatically increased as a result of the place making that occurred.

The office/university cluster would be complete in 2032, and rent forecasts will therefore be subject to market cycles.

In order to succeed as a viable Greater London business hub, Northumberland Park needs to maximise the opportunity to create a strong cluster development focused on trade and innovation, possessing the same sector employment profiles, and providing integrated transport and infrastructure. This will then provide the best chance of future success and strong occupier demand.

As substantial places and spaces become established across the borough by the HDV and other large scale land owners, and footfall increases, it is expected that rents and capital values in Haringey may leapfrog the existing Northumberland Park market. The interdependency between value uplift in office, residential and retail space in any regeneration scheme is well documented. This will cause a marked and continued increase in the rental tone at Haringey as the true effects of place and space creation become clear.

During the briefing stages for the detail development of this phase of the regeneration (in 2027), a full review will be undertaken of the office market demand and price points.

14.3.1.2 Specific marketing activities

Marketing will commence alongside planning approval, approximately two to three years before building work and the regeneration is complete. By that time the perception of Northumberland Park will have changed, the regeneration will be approximately 75% complete, most of the public realm and social infrastructure will be completed and works on the Crossrail 2 station will be well underway. Marketing will benefit from a largely complete place, inhabited by a community who love where they live.

The marketing approach will be based on the positive media profile of the place developed over the course of ten years. Key messaging will include the opportunity to create a new innovative cluster of office or academic space, in a location that has excellent connections to the city, but at affordable prices.

HDV will work with London-focused agents to reach the broadest range of potential tenants, and negotiate with complementary or single tenants to achieve the best benefits to place. All

agents will be properly inducted by development teams in accordance with the HDV Business Plan.

HDV will commence early dialogue with existing tertiary education partners to the Council such as Durham and Birkbeck Universities.

14.3.2 Creative Business Hub Strategy

The market for creative workspace is growing throughout north and east London.

There is a growing critical mass of creative users and local entrepreneurial businesses within the Tottenham Area. The Tottenham Employment survey² commissioned by the Council in 2013 indicates that there are a significant number of small creative businesses located in the existing industrial areas around Tottenham, the majority employing local people. The survey also indicated that demand for affordable workspace is growing as supply is reduced by redevelopment.

In more central locations there is a similar story with significant demand coupled with lack of supply meaning that tenants are looking further afield, often migrating to less central locations for economic reasons. This is particularly evident in the creative sector, where smaller independent occupiers are often unable to sufficiently increase their turnover to keep pace with rising rents in more popular locations. Occupiers will often consider emerging locations if the environment and configuration of space is attractive and a vibrant business community can be created.

The indicative masterplan for regeneration includes a Creative Business Hub that would work in conjunction with existing Haringey policy and employment areas to provide supplementary facilities for local businesses.

The HDV will partner with:

- Local agents and charities to promote individual studio units to creative businesses across the borough and beyond. The units will be sized to be affordable with shared facilities, and will be offered on flexible terms, including short-term leases; and
- A specialist management organisation for the operation of the co-working hub such as the Trampery, The Brew, i2 Office, Net.Works. or CANN Mezzanine, who will sub-lease to small businesses and independent workers.

14.3.2.1 Pricing

The Creative Business Hub will complete between circa 2022 and 2026, and create an early benefit to the wider place making of the regeneration from the daytime activity generated. Rents will be kept low in order to attract a critical mass of occupation and establish the hub within the north London creative scene.

Once fully occupied, the spaces will be strategically managed to ensure value enhancement alongside tenant retention. A degree of turnover and voids has been allowed for, but with careful management this can be kept to a minimum.

14.3.2.2 Specific Marketing Activities

HDV will work with the London Enterprise Panel to specifically target local creative industries. Co-working space will be marketed approximately 12 months prior to completion

² From Around Here – Tottenham Employment Survey by Gort Scott on behalf of Haringey June 2013

of the construction works. The majority of occupiers for the units are likely to be local independent businesses, with marketing activities occurring three to six months prior to handover.

The co-location of affordable studio units on flexible terms, alongside a co-working hub, would provide a critical mass of creative uses that will generate a self-perpetuating market. A larger and more central example of this is Shoreditch's Tea Building, where careful curation of tenant mix on flexible terms and initial low rents has created an asset consistently occupied by creative businesses, with low turnover and void rates.

The branding and marketing strategy for the workspace will respond to HDV and Northumberland Park brand identities, but focused towards the creative sector. Working with local agents and arts organisations we will promote the workspace, and ensure that the first tenants are carefully selected to establish a precedent for those to come.

14.4 Retail Strategy

HDV approach in Northumberland Park will be to select the right mix of multiple and independent tenants whose businesses will help drive the place making vision and socio-economic impact themes.

A full retail strategy incorporating a tenant plan will be developed once the outline planning application has been secured. This will establish the distribution of shops, cafes and restaurants, as well as potential typologies. Once approved by the HDV, this will define marketing activities and timescales.

HDV will seek to grow local businesses through the meanwhile use of existing vacant retail premises on Park Lane, such that they can then expand into the permanent retail offer as this becomes available. We will partner with local London-focused agents to attract the right calibre of new tenants, and handpick the best of the emerging Haringey and north-London independent businesses to open premises on Park Lane or the green spine.

Existing partnerships with London-focused national agents will be harnessed to attract the right high-street brands to the new retail frontages on the High Road where footfall is greater and to potentially as anchors in other locations.

14.4.1.1 Pricing

HDV will prioritise tenant suitability based on their projected enhancements to the place making and Business Plan vision, over and above the rental premium that could be attracted from a less appropriate tenant.

14.4.1.2 Specific Marketing Activities

Marketing of retail units will commence circa 9 to 12 months prior to completion of the construction works. We anticipate approaching national multiples slightly earlier, who will have greater clarity on mid-term growth plans, and later for the local independents retailers.

The marketing of all retail opportunities at Northumberland Park will follow the marketing and branding strategies set out in the HDV Strategic Business Plan, and therefore be instantly recognisable. This will be overlaid with the Northumberland Park branding.

Marketing collateral will clearly and simply represent the place making vision behind the regeneration, and time will be spent informing prospective tenants on the regeneration.

15 HEALTH, SAFETY AND WELLBEING

HDV will embed health, safety, and wellbeing at the core of the Northumberland Park regeneration. We will establish a health, safety and wellbeing vision for Northumberland Park and embed health, safety and wellbeing in the investment, design, construction and estate management phases of each project.

A Northumberland Park Health, Safety and Wellbeing Plan will be prepared following the formation of the HDV. This will leverage the Lendlease Global Minimum Requirement framework, and Incident and Injury Free culture. A new project-specific plan will be established during the establishment phase for each sub-project, but based on the overarching principles set out in this Business Plan.



Figure 15-1: Indicative hierarchy for Health Safety and Wellbeing Strategies

The masterplan and overall health, safety and wellbeing vision will align with the wider socio-economic and sustainability objectives set out in the HDV Strategic Business Plan.

The themes that will be incorporated in these plans are:

- Identifying and mitigating the key issues in general delivery, operations and construction activities. This will include:
 - Establishing liaison protocols and developing a strong relationship with local businesses and other key stakeholders such as Police, Highways, Environmental Health Officers;
 - Measures that address the health and wellbeing of the project team, contractors, sub-contractors and wider local community, including general wellbeing, mental health, healthy eating and health check-ups;
 - Site set-up, traffic management, and marshalling to keep construction safe, secure and properly separated from public pedestrian, cyclist and vehicle traffic;
 - Consideration of coordinated site logistics across the sites and the use of off-site consolidation;
 - Logistics timing and phasing (just-in-time deliveries) to avoid compounding existing congestion and limiting access for retailers and businesses to be able to meet their servicing requirements;
 - General noise, dust abatement and air quality mitigations and methodologies;
 - Co-ordination with adjacent developers and landowners; and
 - Consideration of construction and materials methodologies in design that allow for reduced logistics and programme (modular construction and/or prefabricated elements), on-site waste and safer buildability.

- Cycle proficiency training for local residents and cycle awareness training for sub-contractors potentially hosted at the existing local schools;
- Responding to the specific constraints of the site:
 - Protecting and maintaining adjacent buildings and occupants;
 - Protecting and maintaining local ecology (trees, planting, etc); and
 - Maintaining the key pedestrian, cycling and vehicle routes around the sites including Park Lane and Northumberland Park avenue.
- Community outreach to ensure the locals understand the scheme, the programme and are forewarned about key events that might impact them (e.g. tower crane delivery and erection, road closures and diversions). HDV will instigate regular construction residents' meetings hosted at the Community Hub;
- Addresses specific site constraints (e.g. utilities, contamination, ecology);
- Developing strategies for infrastructure delivery that minimise road closures and disruption; and
- General measures:
 - Measures to achieve 'Performance Beyond Compliance' certification for Considerate Constructors;
 - A process for ensuring Incident and Injury Free education and philosophy is properly implemented; and
 - Identifying and mitigating the key issues in delivery operations adjacent to the live schools within the site boundary.

16 QUALITY ASSURANCE

The HDV strategy for quality assurance is set out in the delivery section of the HDV Strategic Business Plan. This includes how a quality plan will be established and delivered.

At Northumberland Park, each of the development teams will establish a detailed and specific Project Management Plan. This will set out in detail roles and responsibilities, including where there is requirement for coordination across teams. These plans will set out in detail the expected quality outcomes such as zero snagging.

Project Management Plans will be approved by the HDV Board at relevance gateways. Quality will be monitored continuously by our Quality Assurance and Environmental Health and Safety staff and routine reporting will occur monthly with formal reporting as part of our proposed governance framework.

We will leverage our relationship with NHBC to ensure residential customers are given an industry-leading warranty.

Specific quality aspects that will be need to be addressed in the Northumberland Park plan include:

- Establishing a dedicated quality assurance team to ensure standards are maintained throughout the lifecycle of the project;
- Community engagement with specific focus on existing residents;
- Delivery at scale; and
- Delivery of mix of uses, and ensuring customer care standards are maintained across all sectors.

17 RISK MANAGEMENT

Risk management will play a major role in the success of the Northumberland Park regeneration. The HDV approach to risk assessment and management is set out in the Delivery section of the HDV Strategic Business Plan.

Further information can be found in appendix 3 (Risk Management).

18 KEY ASSUMPTIONS

[Redacted material]

19 FINANCE AND COMMERCIAL PROPOSAL

All financial and commercial development business plans have been grouped together. Please refer to the HDV Strategic Business Plan response, where the individual development finance and commercial business plans are set out as appendices to the overall HDV finance and commercial business plan.