

Haringey Development Vehicle

Wood Green

Executive Summary

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Haringey
LONDON

lendlease

Redacted Version



EXECUTIVE SUMMARY

BUILDING A REVITALISED TOWN CENTRE THAT IS VIBRANT, SAFE AND ECONOMICALLY THRIVING

Introduction

Wood Green is one of only 13 metropolitan town centres across London and is targeted as a growth area for the city. Given its strategic location, excellent transport links and high level of footfall, the HDV has an opportunity to build on these attributes and transform Wood Green into a vibrant, safe, and thriving town centre, re-establishing it as the heart of Haringey.

Wood Green's location, as a gateway to the northern fringes of London and at the southern tip of the London-Stansted-Cambridge corridor, provides a fantastic opportunity for the regeneration to revitalise the area as a corridor for technology investment, training, and education, drawing on the research capabilities of both London and Cambridge. This will enhance and regenerate not only the borough of Haringey, but potentially open a whole new corridor of London, transforming spaces, communities, and opportunities.

Concurrently with the preparation of this Business Plan, Haringey Council are developing the Wood Green Area Action Plan (AAP) to help identify and stimulate growth opportunities. This Business Plan was prepared based on the Haringey Site Allocations Development Plan Document (DPD) January 2016, which has now been superseded by the Wood Green AAP Regulation 18 Preferred Option Consultation Draft February 2017.

The Wood Green Area Action Plan (AAP) identifies four key factors to unlocking this potential:

- Bringing forward new high-quality, modern housing;
- Securing long-term economic growth;
- Transforming transport links to the rest of London and beyond; and
- Building a new town centre upon new east-west routes.

As part of the HDV bid process an indicative masterplan has been developed for Wood Green that is intended to meet the needs of the local community, existing residents and future occupiers. The Bid process has not allowed for any stakeholder engagement to inform this plan to date, however, on formation of the HDV it will be tested, adapted, and developed, with comprehensive engagement from local stakeholders to create the best possible regeneration solution. This process will build on the consultation that has been undertaken to date by Haringey Council, and give stakeholders genuine options in how each of the sites are regenerated.

This Business Plan creates places in Wood Green that inspire creativity and new uses, as well as acting as a driver for employment, investment and business growth. The indicative masterplan will deliver employment space, healthy café and restaurant options, a facilitator for the emerging creative and arts scene, circa 1,300 sustainably built residential homes for all income levels (that will contribute to Haringey's 40:20 and Zero Carbon 2050 targets through the delivery of 'zero carbon' homes), and high-quality public realm which will offer a safe and attractive place for people to dwell, learn and connect. This Business Plan creates a vision of how the Council and Lendlease will work in partnership to deliver their shared objectives.

Vision for Wood Green

Vision

To create a connected vibrant metropolitan town centre focused around an enhanced High Road, providing new, high-quality homes, employment space, shops, cultural activities and a high-quality and safe public realm. A revitalised Wood Green town centre which celebrates the diversity of its community and provides a social and economic heart. A place which creates healthy community cohesion and is loved by people.

The Council's three sites comprise of the LBH Civic Centre site, the Station Road Offices site and the Wood Green Library site. The HDV proposes to use these sites as catalysts for the wider regeneration of Wood Green, focusing on creating a mixed-use economic driver made up of residential, office, retail, civic and culture/leisure uses, linked by pedestrian and cycle-friendly pathways. This vibrant and safe environment will strengthen east-west links to create a wider town centre that better connects the two sides of the town, and will enable Haringey to achieve the transformational change it seeks, with a thriving daytime and night-time economy.

For residents and visitors, these proposals will provide great places for people to work and dwell, opportunities to meet and learn, as well as offering additional and varied food and dining options with a focus on healthy eating. It will become a place people want to go to spend time, with a strong identity, anchoring the borough and becoming a true metropolitan centre for the surrounding areas; it will become a place people are proud to have at the heart of Haringey.

Features of the HDV Proposal	Key Benefits
Café, maker spaces, recording studio, music practice rooms, performance space and meeting rooms will be used by the entire community and provide a sustainable income stream to support the ongoing costs of the library.	Enabling an activated community space.
Sustainable and 'zero carbon', high-quality homes in tenure-blind neighbourhoods will meet the Council's goals to provide a mix of home types, tenures and sizes available to people of all incomes.	Enabling residents to stay in the community through all stages of their life. Sustainable design reduces utility bills for residents and contributes to Haringey's 40:20 and Zero Carbon 2050 targets. Sustainable, high-quality homes.
Green podiums, grow gardens and high-quality public spaces that connect to the network of larger parks and green spaces in the area.	A healthier, safer and more connected community, which fosters pride and cohesion.
Cultural and leisure experiences providing spaces and programmes that enhance cultural experiences and celebrate the arts.	An enriched identity for the town centre with activated spaces for leisure and motivation for young people and children, as well as adults.
The HDV will adopt a community centred approach working closely with the community, neighbours and local businesses to engage and collaborate in decision-making throughout the development process.	An engaged community that is proud of what is created and that feels empowered to own it. A cohesive business network that works together to drive economic vitality.

Social and Economic Outcomes

The Wood Green Business Plan supports the delivery of the HDV social and economic strategy (please refer to the HDV Strategic Business Plan). This brings together people, places and programmes to create the social infrastructure and community empowerment needed to realise the HDV vision of transformation. The Wood Green Business Plan responds to the strategy's four social impact themes, which are sign-posted out below:

- **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; and
- **Clean and Safe** Creating a safer environment where people are proud to live, work and visit.

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

Better Prospects- Employment and the Expansion of the Creative/Arts Scene

HDV WILL DELIVER

BETTER OPPORTUNITIES FOR THE PEOPLE OF HARINGEY TO FIND AND RETAIN WORK BY:

- Providing circa 3,000 construction jobs;
- Providing circa 1,300 operational jobs through the creation of employment space, as well as in the new retail shops and restaurants;
- Provide a temporary creative work hub to provide space and business support for start-up and SME businesses;
- Provide conventional and co-working office space for businesses to grow to provide long-term, stable employment; and
- Support new and SME businesses with mentoring programmes to increase their success of establishment and growth.



Along with quality housing and a diverse retail, food and leisure offering, a successful and thriving town centre also requires an established employment base. The HDV will provide opportunities for businesses in all stages of their growth, starting with a meanwhile space for incubators, smaller office spaces and potential co-working spaces for small businesses as they grow, and finally spaces for medium sized firms.

Healthy Lives - Healthier Lives and Better Linked Environments

HDV WILL DELIVER

BETTER OPPORTUNITIES FOR THE PEOPLE OF HARINGEY TO LIVE HEALTHIER LIVES BY:

- Prioritising a healthy food leasing standard;
- Providing green space and Grow Gardens on every site and pedestrian and cycle friendly paths between the sites; and
- Creating buildings and homes that are designed with dignity in mind.



Currently, the High Road is the spine around which the neighbourhood is organised, but it is a busy, hard and chaotic environment to experience Wood Green. The HDV's interventions will connect existing green spaces by adding a 'green route' that offers a safer, more comfortable route and places to dwell. With traffic-free pathways and new civic square that offer a range of food and beverage options, these green routes will attract additional visitors and encourage people to stay longer in the town centre, making the visit one of comparison shopping rather than convenience, lasting over an hour, rather than 30 minutes.

This route will also create a natural journey through the town centre, giving a pleasant experience that can be further enhanced with future transport and infrastructure programmes.

A mix of healthy grab-n-go, sit-down restaurants with outdoor dining, and the potential for dining venues with live music playing off the emerging arts scene, will introduce more varied and healthier food options, which are currently limited in the town centre. Grow Gardens will create places for the community to come together, as well as providing residents of the new residential homes and even restaurants with fresh produce.

Community Pride - Building Community Identity and Pride

HDV WILL DELIVER

COMMUNITY PRIDE BY CREATING HOMES AND NEIGHBOURHOODS WHERE PEOPLE CAN THRIVE BY:

- Providing tenure-blind housing across the sites;
- Engaging with the community in a culture of participation;
- By targeting 40% affordable housing in aggregate across Wood Green the HDV can accelerate the borough-wide change by accommodating rehousing of residents from elsewhere in the Borough; and
- Increasing the night-time economy by providing more entertainment spaces, such as restaurants, bars and cultural spaces, including potentially bringing the Gaumont Cinema back into the heart of the town centre.



Throughout the development process, the community, along with the HDV, will shape and enhance the identity for Wood Green, delivered through natural linkages to culture, creativity and innovation, and will further this vision by supporting employment growth in these areas and weaving these spaces into the redevelopment.

The HDV will adopt creative approaches to engage the community, activating Wood Green's spaces and forging community links; creating places that people care about.

To provide imaginative spaces to learn and play in order to create happier and healthier communities, and a thriving society too. The HDV will work with local artists and community groups to engage local families by providing children's educational programmes.

Clean and Safe - Engendering Clean and Safe Environments

HDV WILL DELIVER

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

- Creating vibrant public spaces that are safe for residents 24 hours a day;
- Increasing permeability and connections between High Road and Cultural Quarter to activate streets and increase footfall;
- Building Secure by Design buildings and spaces that are clean and well maintained; and
- Supporting a night time economy with new restaurants and entertainment.



Short-term, Medium-term and Long-term Goals

The revitalisation of Wood Green is a long-term project in which the HDV has the opportunity to not only redevelop the red-lined (Bid) sites, but also to work with the Council and third-party landowners to strengthen the town centre as a whole. Three main steps have been identified for transformation in the short, medium and long term as illustrated below:



Figure 1: The three catalyst sites are just one step in the journey to a revitalised town centre.

- In the short-term HDV will work with the community and all stakeholders to understand the needs and appetites of the current residents, business owners, existing landowners and visitors. The HDV will join the Wood Green Business Forum and support its ambition to become a full Business Improvement District (BID). Meanwhile uses will activate and generate an immediate perception of change.
- In the medium term the three identified sites will be developed and become catalysts for change. They will build and enhance new circuits in an east-west direction, moving away from the current linear make-up of Wood Green and bringing the Cultural Quarter 'into' the town centre rather than being dislocated from it. The new circuits will bring all the key civic, leisure, residential, cultural and office amenities to Wood Green, providing places to stop and dwell.
- The Council also proposes to deliver new Council facilities. The HDV will seek to assist the Council in delivering this objective.

Delivery Certainty

The HDV will deliver a mixed-use offer focused on early delivery to demonstrate momentum by starting the LBH Civic Centre site and the existing Wood Green Library site immediately after Financial Close to deliver these sites by 2021.

The proposed Business Plan delivers:

Quantum of Development Proposed by Indicative Masterplan

	Homes	Employment Space	Retail Space	Community / Library Space	Delivery Date
LBH Civic Centre site	244			939m ²	2021
Station Road Offices site	600		3,189m ²		2023
Existing Wood Green Library site	437	5,860m ²	2,386m ²	1,700	2021
Total	1,281	5,860m²	5,575m²	2,639m²	

Figure 2: Wood Green will deliver circa 1,300 new homes, in addition to office, retail and community space within 6 years. There is also potential for an additional 3,790m² of employment space on the Existing Wood Green Library site following completion of the Crossrail 2 in 2030 (not included above). Note: These figures do not include the new Council facilities employment space.

With the support of the Lendlease multi-disciplinary team, the HDV can provide an aligned and focused approach to development, which ensures all are working towards a single vision. Lendlease has the ability, always at the option of HDV and demonstration of best value, to provide depth and breadth of support to HDV, including services such as investment management in addition to more traditional development and construction services.

There is robustness and flexibility to the solutions proposed by the HDV. The proposals for the three sites in Wood Green are designed to deliver the best solutions, either as standalone projects or more holistically for Wood Green if the adjacent potential sites are brought into the development.

The HDV benefits from Lendlease's wealth of experience in minimising disruption through innovative design, construction, management and communication techniques including off-site pre-fabrication, consolidation centres and Considerate Constructors programmes. The HDV will be sensitive to maintaining pedestrian routes, controlling noise and pollution and addressing working hours to minimise disruptions to residents, visitors and neighbouring landowners during construction.

In Summary

There is robustness and flexibility to the solutions proposed by the HDV. The proposals for the revitalisation of Wood Green will deliver a transformation of the town centre with social and economic outcomes at its core, and with an approach that will keep the community as an engaged partner throughout the process. Additional added value options have been identified that could extend these outcomes even further and are included in detail in the Place Making section.

Prioritising the Council's Objectives

The HDV will prioritise the Council's objectives in the regeneration of Wood Green.

HDV Objective	Specific Goals	Lendlease's Offer
To deliver growth	New and improved housing	<ul style="list-style-type: none"> c1,300 new homes; and £1m per annum increase in Council Tax receipts.
	Town centre development	<ul style="list-style-type: none"> Delivery of a new mixed use, thriving town centre for Wood Green in 6 years.
	New employment space	<ul style="list-style-type: none"> c13k m2 of retail, office and community space across three sites; and £1m per annum increase in business rates.
To achieve and retain a long-term stake	Control in development of Council's land	<ul style="list-style-type: none"> Delivery programme that will complete regeneration in 6 years; Ability to add additional sites to further transformation; and Options for long term income through Private Rental Sector (PRS) and affordable housing assets.
	In partnership	<ul style="list-style-type: none"> True collaborative approach with the Council as part of the JV.
To work with private sector	To catalyse delivery of financially challenging schemes	<ul style="list-style-type: none"> Cross subsidy portfolio approach to regeneration, and provision of affordable homes; and Council land assembly costs fully payable at the end of each phase as a priority return to the Council.
To achieve estate renewal	Intensification of land use	<ul style="list-style-type: none"> Addition of residential, commercial and retail uses in place of relocated civic functions.
	Establishment of a range of mixed tenures	<ul style="list-style-type: none"> Target 40% affordable housing.
	Deliver tenure change across the Borough where appropriate	<ul style="list-style-type: none"> In line with Council policy the HDV will adopt an optimum balance of affordable and private ownership.
To secure wider social and economic benefits	Community facilities, skills and training, health improvement and crime reduction	<ul style="list-style-type: none"> [REDACTED MATERIAL] Forecast £477m gross residential expenditure from new households over 20 years; and A new social impact vehicle set up by HDV, to support social impact initiatives and develop new investment models, to deliver the widest reach possible from the regeneration.
To incorporate land belonging to other stakeholders		<ul style="list-style-type: none"> Added value options identified to incorporate additional adjacent properties, subject to HDV detailed review.
To achieve a commercially acceptable return		<ul style="list-style-type: none"> All phases at Wood Green make a commercially acceptable return, to reflect development risks taken.