

# Haringey Development Vehicle Wood Green Place Strategy

3 July 201

**Haringey**  
LONDON

**lendlease**



# CONTENTS

Guide to this Business Plan (Place Making).....	2
Place Making .....	3
1 The Case for Change.....	3
1.1 The need for a reinvigorated town centre.....	3
1.1.1 Strengthening connections to London-Stansted-Cambridge corridor .....	3
1.1.2 Future Vision of a New Town Centre .....	4
2 Development Context .....	7
2.1 Demographic context.....	7
2.1.1 Census Demographic Analysis .....	7
2.1.2 Mosaic Demographic Trends .....	8
2.2 Consultation Context.....	9
2.3 Site Context .....	10
2.3.1 LBH Civic Centre site.....	11
2.3.2 Station Road Offices site .....	12
2.3.3 Wood Green Library site .....	13
2.4 Site Constraints .....	14
2.4.1 Heritage.....	14
2.4.2 Environmental.....	14
2.4.3 Adjacent Properties.....	15
2.4.4 Public Transport.....	16
2.5 Planning Context .....	16
3 Strategic Approach .....	17
3.1 Design Strategy .....	17
3.1.1 Approach to Regeneration .....	17
3.1.2 Public Realm.....	19
3.1.3 Site Specific Design .....	21
3.1.4 Added Value Outcomes .....	24
3.2 Working in Partnership.....	26
3.3 Residential Use Strategy.....	27
3.3.1 Key Objectives.....	27
3.3.2 Market Analysis .....	27
3.3.3 Housing Offer.....	28
3.4 Employment Space Strategy.....	30
3.4.1 Key Objectives.....	30
3.4.2 Commercial Offer.....	30

3.4.3	Retail, Cafes and Restaurants .....	32
3.5	Social and Physical Infrastructure Strategy .....	34
3.5.1	Key Objectives .....	34
3.5.2	Social Infrastructure .....	34
3.5.3	Physical Infrastructure .....	34
3.6	Sustainability and Energy Strategy .....	35
3.6.1	Key Objectives .....	35
3.6.2	Energy Strategy .....	35
3.6.3	Sustainability .....	38
3.7	Estate, Housing and Asset Management Strategy .....	41
3.7.1	Approach to the Estate Management .....	41
3.8	Affordable Housing Management and Ownership Strategy .....	42
3.8.1	Key Objectives .....	42
3.8.2	Housing Management .....	42
3.8.3	Ownership Strategy .....	43
3.9	Transportation Strategy .....	43
3.9.1	Transport Assessment .....	43
3.9.2	Travel Plan .....	43
3.9.3	Impact of Crossrail 2 .....	45

## GUIDE TO THIS BUSINESS PLAN (PLACE MAKING)

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

An indicative masterplan for the regeneration of the Wood Green sites has been developed alongside this Business Plan, that is intended to meet the needs of the local community, and existing and future occupiers. This assumes a certain quantum of development that is referred to in more detail throughout this plan, and which has informed the Financial section of the Strategic Business Plan. This indicative masterplan will be tested and further options fully considered via engagement with the existing community, businesses and other 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.

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
<b>1. The Case for Change</b>	<ul style="list-style-type: none"> <li>Identifies the reason to take a collaborative, holistic, place making approach and the opportunity that the HDV presents.</li> <li>Future vision of a transformed town centre.</li> </ul>
<b>2. Development Context</b>	<ul style="list-style-type: none"> <li>The demographic and contextual information that has influenced the proposals.</li> </ul>
<b>3. Strategic Approach</b>	
Design Strategy	<ul style="list-style-type: none"> <li>The approach to delivering high-quality design of residential, commercial, and retail on each of the sites and public realm approach that relates to these.</li> <li>Added value outcomes that go beyond the bid red-lined sites, including strengthening the existing businesses and potential to add adjacent sites.</li> </ul>
Residential Use Strategy	<ul style="list-style-type: none"> <li>Residential development strategy.</li> <li>Affordable housing opportunities.</li> </ul>
Employment Space Strategy	<ul style="list-style-type: none"> <li>Commercial and industrial use strategy.</li> <li>Retail, catering and leisure use.</li> </ul>
Social and Infrastructure Strategy	<ul style="list-style-type: none"> <li>Strategic approach to civic and community uses and physical infrastructure which will be supported by the development projects.</li> </ul>
Sustainability and Energy Strategy	<ul style="list-style-type: none"> <li>Strategic approach to sustainability.</li> <li>Proposals against clear sustainability goals.</li> </ul>
Estate, Housing, and Asset Management Strategy	<ul style="list-style-type: none"> <li>Approach to estate management.</li> </ul>
Affordable Housing Management and Ownership Strategy	<ul style="list-style-type: none"> <li>Housing management.</li> <li>Affordable ownership strategy.</li> </ul>
Transportation Strategy	<ul style="list-style-type: none"> <li>Transport opportunities and constraints.</li> <li>The need to work with transport providers.</li> <li>Impact of Crossrail 2.</li> </ul>

# PLACE MAKING

## 1 THE CASE FOR CHANGE

### 1.1 The need for a reinvigorated town centre

Wood Green is one of the largest retail destinations in North London and is classified as a metropolitan centre in the London Plan. The High Road is a high intensity streetscape with strong levels of activity along the narrow north-south corridor, but has a lack of intuitive and pedestrian-friendly links between the east and west. The rundown and traffic-dominated public realm is negatively impacting its appeal as a shopping and leisure destination. This is further strengthened by its lack of places to dwell, restaurant offerings and other uses, such as office, residential and cultural uses, which would contribute to making it a successful, vibrant, and modern town centre.

The community of Wood Green is experiencing challenges with unemployment, crime and safety after dark. The Wood Green indicative masterplan will act as a driver for employment, investment and business growth that will help to address these challenges. All future redevelopment within Wood Green will acknowledge the rich cultural diversity and accommodate the social and community needs.

The residents of Wood Green, whilst aware of these challenges impacting where they live, are deeply attached to their communities. The creative arts and media community, focused around the Chocolate Factory, is still a well-kept secret and could be utilised to boost the economy and to enhance the area's image and identity.

The regeneration of Wood Green affords a transformative opportunity to refresh its identity and appeal, reposition it in the London landscape and stimulate meaningful change for the whole community. Balancing the commercial imperatives of regeneration at this scale with a human-centred approach to drive systemic change and maximise long-term shared value outcomes, is crucial. The HDV will create great places that local people will love and can be proud to call home, while new residents and businesses will be attracted to live and invest in the new town centre.

The transformation of Wood Green will have ripple effects beyond the boundaries of the town centre. A strong economic driver along with a vibrant, safe environment that provides a strong retail offer, varied food offering with outdoor seating, and cultural programming, will make Wood Green the Heart of Haringey. This strengthened centre will help lift the entire borough and drive the regeneration of other areas, such as Northumberland Park and High Road West, which will have strong synergies with the new libraries and other cultural offerings.

#### 1.1.1 Strengthening connections to London-Stansted-Cambridge corridor

The opportunity for reach goes beyond Haringey. Wood Green lies in the centre of a corridor from Central London to Cambridge and the North. To the west of this corridor lies Hampstead and Watford – expensive, established and stable. To the east lies Stratford and Canary Wharf – high growth, vibrant and buzzing with new activity. With a transformed town centre, Wood Green could become the gateway to the technology and education corridor in the north, located between Stansted and Cambridge. As part of the transformation, the HDV will provide job training and opportunities for residents in Haringey to draw connections to this job growth

area. The first step to achieving this proposal is by embedding STEM (science, technology, engineering and mathematics) initiatives into schools that could be supported and partnered with science, engineering and technology companies throughout this region. The HDV will also work with these growing pharmaceutical, science and engineering firms and the technology units associated with the larger universities to locate some of their smaller business units in the Wood Green area.

### 1.1.2 Future Vision of a New Town Centre

The HDV vision of what the future residents, business owners and visitors of Wood Green could see, feel and experience in the new regenerated town centre is detailed below.



Figure 1. Wood Green regeneration key sites along the High Road

### 1.1.2.1 High Road

A revitalised High Road will bring back the importance of Wood Green as a retail hub for North London. Safe, clean and full of the shops people want, it will not only be a place that the local community are proud of, but also provide a heart for all of Haringey and the surrounding areas.

The creation of a Business Improvement District (BID) will not only have helped with the physical improvements of the High Road and a joined up, ambitious vision for Wood Green, but will also have supported the businesses along it by creating networking opportunities, skills, training and programmes to encourage visitor footfall. Special events and meanwhile uses – urban markets, children’s traveling arts and theatre workshops, and food festivals – will enliven the area and create a vibrant town centre where people want to be.

The three HDV sites will connect the High Road to the wider town centre and create special places to stop, dwell and extend the experience.

### 1.1.2.2 LBH Civic Centre site

The LBH Civic centre site, will be the new benchmark for future homes in Wood Green and all of Haringey. Sustainable, energy-efficient homes built around a central green, this will become an exemplar of community and healthy living. Outdoor space in each flat will complement the Grow Gardens and green podiums, bringing nature as an important element of everyday life. The community gardens will be a place where diversity is celebrated, where people of all income levels and from all backgrounds and ethnicities are welcome, reflecting the rich tapestry of Wood Green today.

Neighbourhood space will be centred around wellbeing, with uses such as a Cycle Café, yoga studio, boxing or gym, anchoring the buildings to the High Road. A nursery will provide life and activity, as well as a safe place for parents to leave their children to play and learn while they head to work each day.

The Civic Centre will be reminiscent of the history of Wood Green, a small, tight-knit community surrounded by nature.

### 1.1.2.3 Station Road Offices site

The Station Road Offices site will be the new entry point to Wood Green. The iconic building on the corner will let visitors know they have arrived at the heart of this revitalised and sustainable town centre, while the restaurants below will reflect the buzz and vibrancy of the place.

Capping the top of the town centre, this is where Wood Green residents and visitors will gather during the day and at night, perhaps at the local craft brewery, which will reflect the great artisan culture of Wood Green.

The new homes above the new restaurant cluster will welcome residents who desire to be part of the action. Located adjacent to Wood Green tube station the residents will be centrally connected to all of London, and to everything the new Wood Green town centre has to offer. They will also be easily connected to Alexandra Palace and gardens, the Wood Green commons to the west and the Trinity Gardens to the east.

This will be the place for young, first-time homebuyers to make their statement that, just as Wood Green has leaped into the future, they too have arrived.

#### 1.1.2.4 Existing Wood Green Library site

The existing Wood Green Library site, is where Wood Green will let its rich culture shine. The new central square will be at the heart of the revitalised Wood Green, as well as all of Haringey. This special place, previously home to one of the best-used libraries in London, has always been the place to meet. The indicative masterplan will further enhance this, offering a revitalised and activated town square for the community with an iconic pavilion at its' heart.

This will be a mixed-use place with office space providing opportunities for co-working and creative businesses to start and grow. It will provide a home for example production offices, being priced out of Finsbury Park and seeking new locations. It will offer the occupants the ability to take advantage of the supportive arts culture in Wood Green, as well as being only a short tube ride away from the theatres of the West End.

Retail space will include casual, healthy food options that are missing in today's Wood Green. A place to grab something healthy to eat connected to the revitalised Cultural Quarter for work or play. Opportunities for small creative businesses, cafes and shops will be supported in the meanwhile spaces, similar to the Green Rooms project by the Council. As their businesses grow, the tenants will have the option to move to the retail and restaurant spaces surrounding the square, creating a wide variety of employment opportunities for the people of Wood Green, while adding to the unique character and identity of the town centre.

The HDV will engage with the community to consider the most appropriate uses and consider ideas for different employment spaces and outputs, incubators, co working, maker spaces and markets that will contribute to the Arts and Culture and placemaking of Wood Green. A vibrant cultural space is all about the arts, and this site could host a theatre, arts workshop or speciality functions. It will become the life of the new town centre, creating a friendly, welcoming space for the community to meet and make new connections, whilst sparking the imaginations from the earliest age.

The homes located in this site will be for those who desire to be located in the heart of Wood Green, with their front doors opening into the community outdoor living room, balanced with green spaces on the podiums for a quiet respite, a bit of nature and a place to grow their own healthy food. The central square will be the place to be – to connect, to dwell, to meet a friend for lunch, to attend an event and to feel the culture of the place.

#### 1.1.2.5 The Future

When complete the HDV will have created three distinct sites with three unique atmospheres, all celebrating the revitalised Wood Green, and providing almost 1,300 new homes, 25 new restaurants and retail spaces, new community spaces supporting the rich diversity of the town and c.13,000 m2 of new office space. This will have created opportunities for all – jobs, both construction and operations, training and learning opportunities, activities, entertainment and growth experiences for young people, and supported healthier living for all.

The three sites will only be the beginning; a catalyst for the future. With the new swell of civic pride and attention from other parts of London, the transformation of Wood Green will continue along the High Road and onto under-utilised neighbouring sites.

HDV could also have supported the Council to create a new Civic Centre to the west of the High Road with the potential for a relocated council library and office facilities, and have

worked with local landowners to explore opportunities to use the three HDV sites to create a more cohesive regeneration of the heart of Wood Green.

The new Wood Green will be a proud place to live, work and play.

## 2 DEVELOPMENT CONTEXT

### 2.1 Demographic context

#### 2.1.1 Census Demographic Analysis

The Wood Green catchment area, which is made up of the wards immediately surrounding the retail precinct between Wood Green and Turnpike Lane tube stations, is comprised of the wards of Bounds Green, Harringay, Noel Park and Woodside. This area comprises approximately 28,400 homes and 69,500 people.

Publicly available information, along with a synthesis of existing Council documents has been reviewed to understand the local context, the barriers facing Wood Green residents and the opportunities available.

The principle findings are:

- Wood Green has a higher proportion of young, working adults between 20-44 than the borough average, and in contrast a lower proportion of children and youth from ages 0-19;
- In line with the above, there is a relatively low proportion of families with dependent children and, at least in Noel Park and Woodside, a high incidence of families with non-dependent children still living at home;
- Ethnicity in Wood Green is changing through international migration, with a low proportion of residents born in the UK. There are high concentrations of Asian and Asian British people, an increasing migration of Eastern and Southern Europeans, and Noel Park also has an increasing incidence of Black Afro-Caribbean residents;
- Deprivation in this area is concentrated in Noel Park and Woodside, with 38% of the homes in Noel Park socially rented, in comparison to an average of 27% borough-wide;
- The employment profile by occupation and industry sector is varied, but a higher proportion of residents in all four wards of the Wood Green catchment area work in elementary occupations, relative to the borough and London; and
- The experience of health and wellbeing across this catchment is diverse. Noel Park records the highest proportion of residents with a daily lifestyle that is impacted significantly by health issues and reports the lowest proportion of people claiming very good health.

## 2.1.2 Mosaic Demographic Trends

The consumer classification tool Mosaic identifies the current household groups residing in the N22 post code, which represents the Wood Green catchment, and presents a valuable insight into the existing demographic of the area, to guide the housing offer

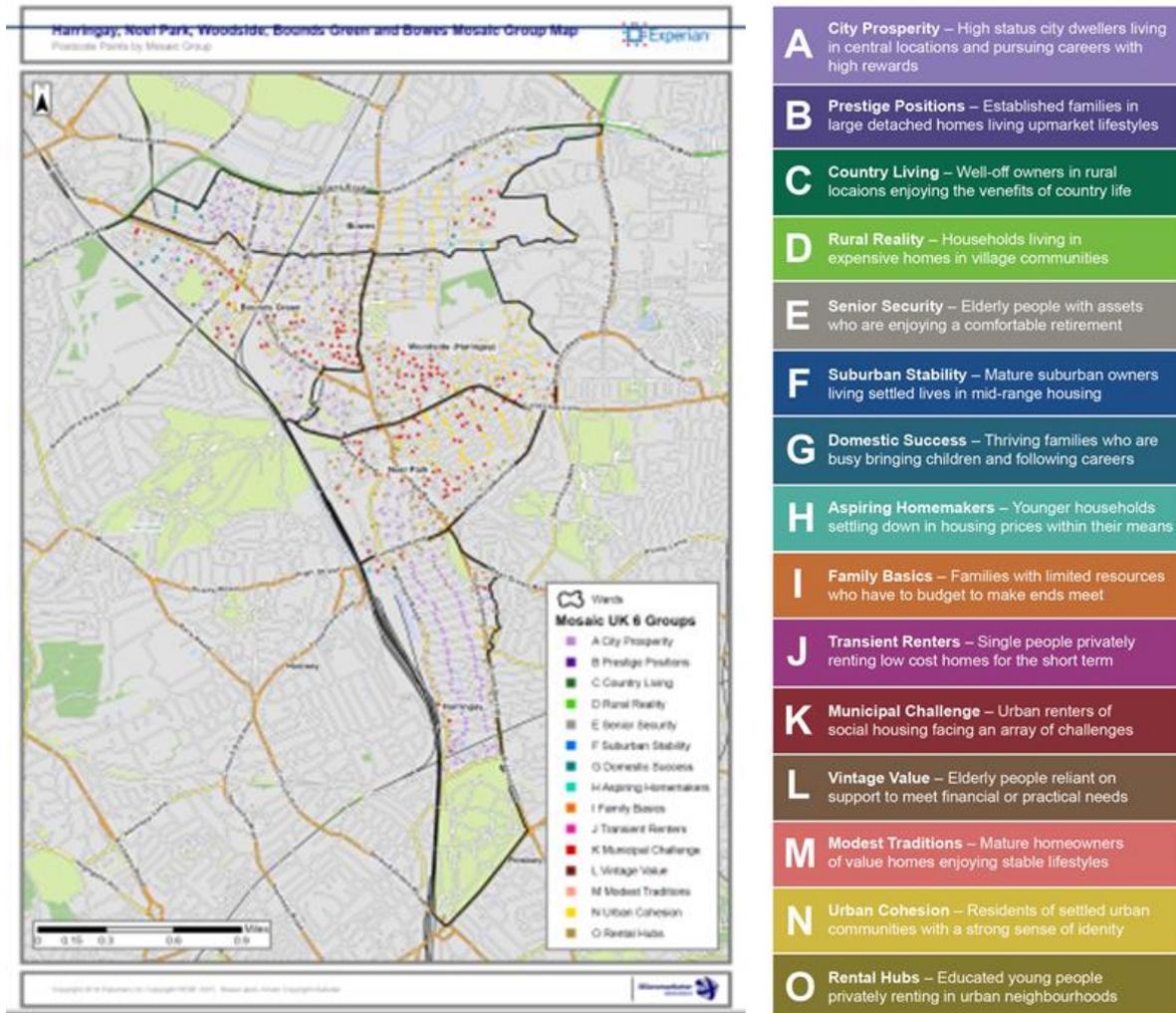


Figure 2.1 Wood Green primary groups are educated young people privately renting, high-status dwellers and social housing renters

The most frequent Mosaic groups represented are:

- Group O (34.6% of residents) – educated young people in their 20s and 30s privately renting in urban neighbourhoods;
- Group A (26.6% of residents) – high-status city dwellers living in central locations and pursuing careers with high rewards; and
- Group K (19.8% of residents) – urban renters of social housing facing an array of challenges.

The Group O category makes up the highest percentage, providing a great opportunity for transformation in Wood Green. This group is ambitious, adventurous and keen to try new things. Their wages are growing, but they don't have a lot of disposable income due to high private rental costs.

Providing for this group and creating a community where they want to stay is key to long-term growth in Wood Green. As their income grows, they will try to purchase in the area and as they become parents, their children will bring life and the next generation to Wood Green.

The opportunity exists to target and engage with this group through:

- Design and delivery of a housing offer, which responds to their needs, including purchasing their first home, micro-apartments and collaborative living;
- Economic pathways for helping them to get their deposit and other routes to home ownership;
- Delivery of public realm, community infrastructure and open space that responds to their needs. This group has an appetite to participate in community events and programmes, and utilise community infrastructure and the public realm, which will in turn contribute to the positive activation of the neighbourhood; and
- Retail and catering offer to appeal to a demographic seeking a fashionable and social lifestyle.

Group A demographic works in high status positions, commanding substantial salaries which enable them to afford expensive urban homes. This group is a target market for Open Market Sale (OMS) housing offers.

Group K demographic will require the greatest level of assistance and support during the regeneration programme. This group will benefit from an improved affordable housing offer established on the basis of their specific needs.

What this means for Wood Green:

- A balanced mix of housing types and tenures should be included to respond to the varied needs of the residents, including Build to Rent;
- For residents to access the job opportunities created by the HDV, and the project, investment will be required in skilling and mentoring;
- Design and infrastructure should promote the use of outdoor space and physical activity;
- Bespoke community engagement plans with a variety of outreach engagement tools need to be used to ensure that all members of the community can participate; and
- Retail, catering and leisure mix that responds to the key consumer groups and local demographic in the immediate area, particularly young professionals and family groups.

## 2.2 Consultation Context

The Wood Green's Future Issues and Options Consultation Report dated August 2016 provides a summary of the consultation exercise for the Wood Green Area Action Plan (AAP) Issues and Options Report Feb 2016 undertaken between February and April 2016.

The purpose was to gather opinions on four options for the future regeneration of Wood Green town centre. Options ranged from 'High Road rejuvenation' (Option 1) to 'significant transformation of Wood Green town centre' (Option 4) with most parties consulted in support of Option 4, which they agreed was required to deliver the agreed goals of:

- Improving the uses of the town centre;
- Making unique places for people;
- Creating a well-connected place; and

- Developing Wood Green as Haringey's sustainable capital.

The Council have recently consulted on the latest version of the Wood Green AAP (Regulation 18 Preferred Option Consultation Draft February 2017). Once the outputs from this consultation are available, they will be used to inform the HDV proposals.

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

### **2.3 Site Context**

Wood Green is Haringey's largest town centre and home to the borough's civic hub. It is identified within the London Plan as 'an Area of Intensification' able to accommodate a significant portion of the borough's future development needs. Designated a Metropolitan Town Centre, Wood Green has a large retail footprint, with its high street (the High Road) and shopping mall attracting shoppers from surrounding areas.

Employment uses in the form of storage sheds, small manufacturing units including remnants of the former Chocolate Factory and the decommissioned Hornsey Gas Holders lie to the north and west.

The urban environment within the town centre is relatively poor, particularly given its status as a Metropolitan Town Centre. Whilst the High Road provides a density of retail floor space, large retail blocks compound the one-dimensional north-south orientation of the town centre and limit opportunities for east-west movements. The East Coast Mainline and service yards associated with retail units also sever east-west pedestrian connectivity and have served to isolate the town centre from Alexandra Park, compounding deficiency in open space.

The streetscape to the east and west of the High Road has a proliferation of large blank, inactive and unattractive frontages, which relate poorly to their context and present issues for safety and security.

The draft Wood Green AAP sets out the Council's aspirations to unlock the development potential of the wider town centre area, radically changing the layout of existing urban blocks and potentially moving the heart of the town centre further down the High Road.

The three sites located within the town centre have the potential to unlock development on privately owned sites and act as catalysts for the regeneration of the area.

The three sites as outlined within this document are based on the adopted Site Allocations Development Plan Document January 2016 and have been developed using the vision and objectives set out in the Wood Green AAP Issues and Options Report dated February 2016. Since this proposal was submitted the Council has released the Wood Green AAP, Regulation 18 Preferred Option Consultation Draft February 2017. The updated vision and new site allocation boundaries will be explored during the next stage on formation of the HDV.

### 2.3.1 LBH Civic Centre site

The Civic Centre site is located towards the northern end of the High Road. The site is approximately 1.1 hectares and comprises of a four-storey, locally listed civic building built in the 1950s. Ancillary parking and green space is located to the rear, and the building is currently occupied by the Council. The area around the Civic Centre is noticeably quieter and more residential in character when compared to other parts of the town centre. The site falls within the Trinity Gardens Conservation Area and the historic buildings lend a strong sense of place. Existing green spaces connect to a wider green network, and there is an opportunity to improve these spaces and other areas of public realms and thereby improving the setting of the historic buildings.

The site is formally allocated in the Local Plan for residential-led development with supporting employment and town centre uses. Heights of four to six storeys can be achieved on the site and any redevelopment requiring demolition of the Civic Centre would need to justify how the replacement building would make a significant contribution to the Trinity Gardens Conservation Area.

During the next stage the development of the Civic Building will be further investigated including a comprehensive stakeholder engagement plan to be undertaken with the relevant community members and council facilities. Any changes to the locally listed building will need to be supported by the sufficient justification of consequential public benefit.



Figure 2.2: Council Civic Centre site, Development Plan Document January 2016

Note: These plans are for illustrative purposes only. Please refer to the HDV Strategic Business Plan for further detail on the legal title boundaries.

Key: LBH ownership 

### 2.3.2 Station Road Offices site

The Station Road Offices site is currently largely occupied by commercial buildings. The most dominant being River Park House, a nine-storey office building located on the corner of the High Road and Station Road Offices site, currently occupied by the Council. The building dominates the western frontage of the High Road, housing with imposing, inactive frontages and height and massing, that dominates the western frontage of the High Road.

Buildings located in the western part of the site along Station Road Offices site, provide an opportunity for improving Station Road Offices site frontages and arrival experiences from the west. In recognition of the site's central location, there is opportunity for taller buildings ranging between 13 and 25 stories and tapering away from the tube station. Opportunities also exist to integrate additional sites within the indicative masterplan for the site such as the reconfiguration of the adjacent bus garage.

The Station Road Offices site as referenced below is from the adopted Site Allocations Development Plan Document January 2016. Since this proposal was submitted the Council has released the Wood Green AAP, Regulation 18 Preferred Option Consultation Draft February 2017.



Figure 2.3: Station Road Offices site, Development Plan Document January 2016.

Note: These plans are for illustrative purposes only. Please refer to the HDV Strategic Business Plan for further detail on the legal title boundaries.

**Key:** LBH ownership  Third party ownership

### 2.3.3 Wood Green Library site

The Wood Green Library site is set back from the High Road with a small forecourt at the front of the building. The site is approximately 1.4 hectares in size and comprises of a four-storey building housing the Wood Green Library, ancillary car parking to the rear and retail floor space.

The site also includes land along Caxton Road, including 6 – 10 Caxton Road which is a community building leased to the Turkish Islam Community Centre, the Community Hub and the Efdal Community Centre and also land to the east and south which is not currently in the Council ownership. The redevelopment of this part of the site will be dependent upon the successful relocation of the existing community uses on Caxton Road

The site has the potential to form a new public heart to the High Road, including primary town centre uses at ground and first floor levels, addressing a new urban square.

The North-East corner of the Wood Green Library site has the potential for a high-density development including a significant number of new homes. The buildings will become local landmarks and play a role in wayfinding.



Figure 2.4: Wood Green Library site, Development Plan Document January 2016.

*Note: The Wood Green Library site as referenced below is from the adopted Site Allocations Development Plan Document January 2016 which is the red line upon which this Business Plan is based. The Council has subsequently released the Wood Green Area Action Plan, Regulation 18 Preferred Option Consultation Draft February 2017. These plans are for illustrative purposes only. Please refer to the HDV Strategic Business Plan for further detail on the legal title boundaries.*

**Key:** LBH ownership  Third party ownership

## 2.4 Site Constraints

### 2.4.1 Heritage

The built heritage of Wood Green town centre has been recognised in the following ways:

- Conservation Areas:
  - The LBH Civic Centre site is located within the Trinity Gardens Conservation Area; and
  - The Station Road Offices site is in proximity to the Wood Green Common Conservation Area.
- Statutory Listed Buildings – there are no listed buildings within the three strategic sites but there are a number of listed buildings adjacent to them This includes the following
  - The Church of St Michael's and All Angels and the Nightingale Primary School and School House which are located to the south and west of the LBH Civic Centre site respectively. The church spire is an important visual landmark in the town centre; and
  - The Gaumont Palace adjacent to the northern boundary of the Wood Green Library site is Grade II\* listed and is currently used as a church. Located immediately to the north of the Wood Green Library Site, the former cinema could play an important role in the new heart of Wood Green by being converted to a multi-purpose venue and provide a new east–west connection to the High Road.
- Locally listed buildings:
  - The Civic Centre site includes the locally listed civic centre building; and
  - A listed cattle trough and drinking fountain are located in front of the Civic Centre site on the High Road.
- Locally Listed Parks and Gardens:
  - The Civic Centre site is located between Crescent Gardens, King George VI Memorial Garden and Trinity Gardens, all three are locally listed. The redevelopment of the Civic Centre site will aim to create a strong relationship with these gardens and enhance their settings.

### 2.4.2 Environmental

- Air quality is of concern for the Station Road Offices site and the Wood Green Library site being centrally located at the heart of the town centre and with adjacencies to major traffic corridors. The HDV will adopt sustainable initiatives to reduce car use and will provide additional landscaping options;
- Noise is of specific concern for the Station Road Offices site, as it fronts two busy roads and is next to a bus depot which operates early mornings and late in the evening;
- Traffic and movement is of concern for all three sites, as they are adjacent to the busy and chaotic High Road. East-west connections are limited and not easily traversed. A detailed logistics plan will be developed to accommodate these limitations;

- Utilities and underground structures, including basements and Piccadilly line tunnels, may pose some constraints. A detailed site constraints and services plan will be developed to manage these interfaces.
- Local and distant views, particularly those to and from Alexandra Palace, will be considered; and
- Existing trees along Trinity Road and the High Road within the LBH Civic Centre site will be retained due to the important role they play in the streetscape and conservation area.

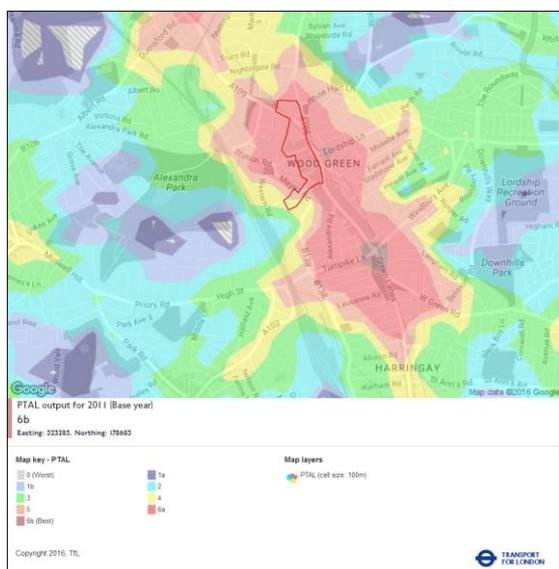
### **2.4.3 Adjacent Properties**

The analysis of the wider area identified a number of adjacent sites that pose some constraints to the redevelopment of the three sites:

- The Arriva Bus depot is located immediately to the north of the Station Road Offices site and, due to its large area and use, is a major barrier to north-south movement;
- Capital and Regional - The Mall servicing area and car park access is adjacent to the south-eastern boundary of the Wood Green Library site which presents solid walls directly against the site boundary, and some servicing and car park access sit within the Wood Green Library site boundary;
- Morrisons – the grocery site located directly north of the Wood Green Library site could benefit the redevelopment by providing an internal link to the High Road, but it also presents a constraint due to its poor quality and mostly blank facades;
- The Gaumont Palace – listed mostly for its interior, the building is important in terms of both heritage and social value. Whilst the High Road frontages contribute to the urban setting, the building massing and relationship to its surroundings are challenging. The redevelopment of the Wood Green Library Site offers the perfect opportunity for integrating the building into the urban fabric and making it accessible as a town centre facility.

## 2.4.4 Public Transport

Public transport connections to and from Wood Green are excellent, with the town centre boasting the highest public transport accessibility (PTAL) ratings of 6a and 6b. Central London is accessible in 15 minutes via the Piccadilly Line, which will soon be operating all-night services. The Piccadilly line is also scheduled for a major upgrade by 2022 including re-signalling and new trains. This upgrade will increase the capacity of the line by 25% and shorten journey times by a fifth.



The extensive local bus network provides connections across North London.

The High Road (A105) is an arterial route, with Wood Green underground station capping the northern end and Turnpike Lane underground station capping the southern end. The High Road is one of the major routes leading out of Central London to the North, resulting in a highly-trafficked street, including several bus routes.

Figure 2.5: PTAL ratings in Wood Green are 6a, the best accessibility rating possible

## 2.5 Planning Context

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

- National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG);
- The London Plan (2016);
- Local Plan: Strategic Policies DPD (2013);
- Saved Unitary Development Plan Policies (2006);
- Emerging policy framework:
  - Wood Green Area Action Plan;
  - Alterations to Strategic Policies;
  - Development Management DPD;
  - Site Allocations DPD;
  - Proposals Map;
  - North London Waste Plan;
- Mayoral guidance, including:
  - Housing SPG;
  - Crossrail Funding SPG;
- Council guidance, including:
  - SPG 1a Design Guidance; and
  - Planning Obligations SPD.

## 3 STRATEGIC APPROACH

### 3.1 Design Strategy

---

**THE REVITALISATION OF WOOD GREEN CENTRES ON ENHANCING CONNECTIONS; CREATING PHYSICAL CONNECTIONS THAT MAKE SPACES SAFE, ACCESSIBLE AND ATTRACTIVE; BUILDING COMMUNITY CONNECTIONS AT SPECIAL EVENTS, AND IN RESTAURANT OUTDOOR SEATING; AND CREATING OPPORTUNITIES FOR BUSINESSES TO GROW THROUGH COLLABORATION.**

---

#### 3.1.1 Approach to Regeneration

The design approach for Wood Green regeneration focuses on the social, economic, environmental and cultural qualities that make a vibrant, healthy and successful town centre.

The HDV could turn the majority of the physical constraints into real opportunities to realise the vision for Wood Green. To guide this process, we have defined a number of master-planning principles to address:

- Enhancement of the High Road – new developments will contribute to the revitalisation of the High Road with a main focus on retail, office and activities in the town centre. This will be achieved through direct physical intervention into the public realm and building stock along the High Road or indirectly through schemes that encourage pedestrian movement to and through the High Road. Each key site will adopt their individual Public Realm strategies with planning commitments contributing to the renewal of the connections between the key sites;
- Improving east-west connections – improving linkages to the Cultural Quarter and Alexandra Palace is one of the priorities for the area. Therefore, the proposals should enhance existing routes like Station Road Offices Site and create new high-quality east-west connections;
- Creating a network of public spaces for people of all ages to enjoy throughout the day and evening – the new development will offer a range of public spaces, each with their own identity, which are welcoming and offer something for people of varied backgrounds and ages. They can have different scale and character but will be flexible enough to accommodate different uses;
- Improving the settings and accessibility to heritage assets – the role of the Gaumont Palace and the Church of St. Michael as local landmarks will be considered both in physical and social terms in the master-planning process, as they will play a key role in making the town centre unique;
- Delivering a mix of uses that encourage interaction and vibrancy – as with many other town centres, this will be a place where people, live, work, shop, eat, drink, talk, dance, play, read and learn. Mixing these activities in the right way is what will make it a successful project;
- High-quality, sustainable homes – will be delivered with tenure-blind communities at all price points, giving existing residents opportunities to stay and grow with their community by offering new routes to ownership and affordable rental options. Setting new benchmarks in sustainable design and construction, these highly energy-efficient sustainable homes will result in lower cost of living and healthier lives; and

- Residential unit criteria – homes will maximise dual aspects, and eliminate north-facing single-aspect units. Homes will have private amenity space and offer communal terraces.

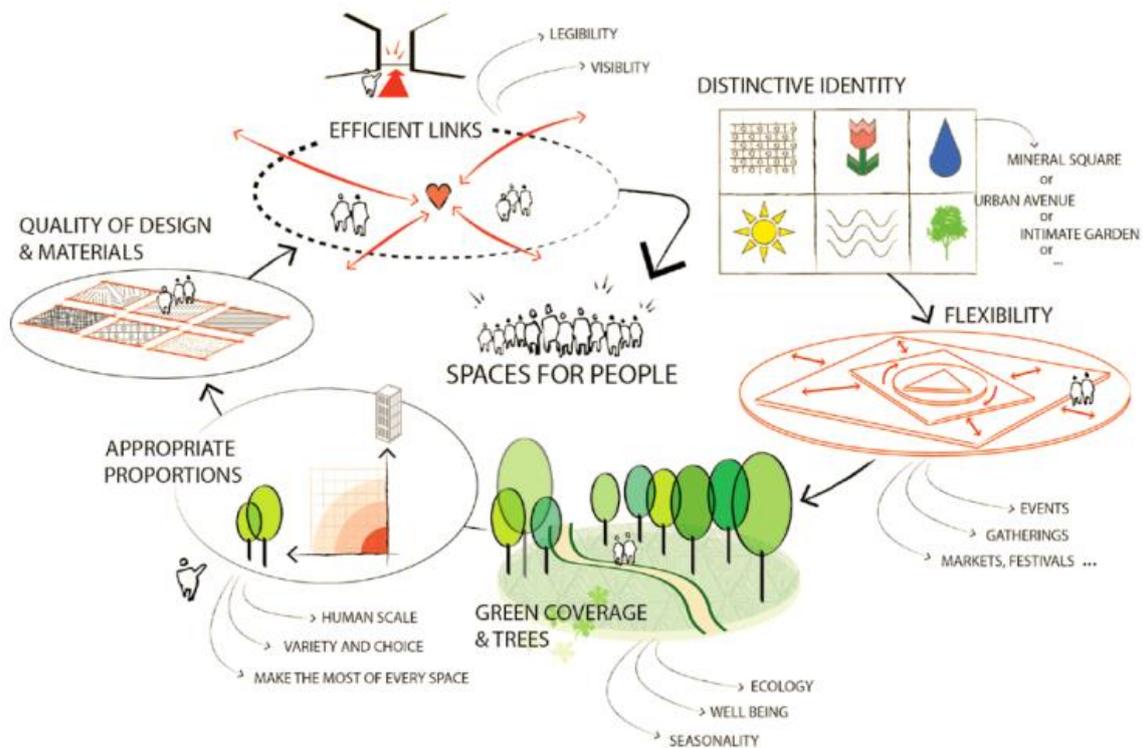


Figure 3.1 Design principles for Wood Green

Key to unlocking the broader potential of Wood Green are the sites in the Council’s ownership. Each has a zone of influence, which, through a phased redevelopment, can present a cohesive town centre with new complementary streets and spaces.

### 3.1.1.1 Indicative Masterplan for Regeneration

The redevelopment of these three key sites will create a well-connected Metropolitan Town Centre focused around an enhanced High Road, offering new high-quality homes, employment space, shops and cultural activities. A revitalised Wood Green town centre will celebrate the diversity of the area, bring jobs, support healthy living and create community cohesion.

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 engagement with 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 the town centre is regenerated.

## Outline: Quantum of development proposed by indicative masterplan

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

*Note: These figures do not include the new Council facilities employment space which HDV could deliver on behalf of Council.*

The indicative masterplan could deliver approximately:

- Circa 1,300 new high-quality sustainable homes;
- Almost 3,000 new jobs during construction and circa 1,300 in the completed development;
- 25 new shops, cafes and restaurants; and
- Employment space for a range of business sizes in line with LBHs employment growth aspirations for Wood Green.

### 3.1.2 Public Realm

The indicative masterplan proposes using a series of ‘pocket parks’ or courtyards to define private residential spaces from the active new streets. High-quality public realm spaces will complement the key sites through:



- Providing public routes through the three sites using a variety of landscape environments creating subtle distinctions between vehicular and pedestrian access;
- Encouraging flexible recreation, amenity or play space that supports residential, retail and commercial functions; and
- Contributing to clear wayfinding around the developing town centre to underpin the overall indicative masterplan vision and assist delivery of the cultural strategy over the longer term.



*Figure 3.2 Better links from east/west, particularly to the Cultural Quarter and Alexandra Palace, supporting the AAPs vision, linking the three key strategic sites*

The HDV will also seek to use planning commitments to enhance the existing public realm links between each site, and doing so seek to catalyse wider regeneration. More strategic public realm schemes will be afforded should additional land assembly become viable within the town centre area.

### 3.1.3 Site Specific Design

#### 3.1.3.1 Existing LBH Civic Centre Site

The LBH Civic Centre site, is located at the northern end of the town centre within a predominantly residential context. It has frontages on three streets – the High Road, Trinity Road, and Bounds Green Road. The baseline design in the indicative masterplan for regeneration presumes the demolition of the locally listed Civic Centre building. Following the formation of the HDV the following options will be explored during design development:

- Full or partial retention of the existing buildings (it is acknowledged that demolition will only be accepted if the appropriate level of public benefit can be demonstrated); and

Building heights and massing will be carefully considered to enhance existing local and distant views to adjacent landmarks and to improve legibility. The tallest block has the potential to be located in the north-eastern corner of the site. The building heights could step down to the south toward St. Michael's Church, providing shared roof gardens and private terraces that benefit from the orientation and views. Blocks along the High Road could be generally taller than the rest of the development to frame the High Road and Crescent Gardens and provide a more tranquil and intimate feel to the rest of the development. The two blocks along the High Road could include shared roof gardens at podium level, whilst the block to the west makes use of the landscape provided at ground level.

New public open space, including community gardens and play areas, will form an intrinsic part of the LBH Civic Centre design. They will play a key role in making the new development a community asset along with the affordable housing. A children's nursery and café could also be located on the ground floor, fronting onto the improved public realm on the High Road.

The new homes in LBH Civic Centre site will include affordable housing with a mix of unit sizes and tenures. Through the design process that informed the indicative masterplan a series of options for full or partial retention of the locally listed civic centre were considered. It was concluded that the proposed scheme, whilst it does not retain the building, could reflect upon the architectural qualities embedded in the 1950's building and be of more value to the community and wider regeneration because it provides:

- Significantly more new homes;
- Improved High Road frontage;
- Better permeability through the site;
- Better arrival experience in the town centre; and
- More usable public open space.

### 3.1.3.2 Existing Station Road Offices Site

Located adjacent to the Wood Green Underground Station, the Station Road Offices site has the potential to unlock wider development opportunities and drive regenerative change for housing, employment, connectivity and public space in Wood Green.

The HDV will seek to reposition Station Road Offices site into a pedestrian and cycle-friendly street. The site is a unique place that symbolises the urban character of Wood Green. A place where the green spaces complement the lively and vibrant public realm day and night.

Active ground floor uses will complement the existing retail and leisure offer in the town centre. It could provide a varied food offer for visitors going to Alexandra Palace for a daytime or evening event, staying in local hotels like the Green Rooms or coming for a meeting in the Cultural Quarter.

Above the ground level active uses, midrise to tall residential buildings could be located rising to a tall landmark building at the High Road corner of the site which is visibly prominent from the east and south due to the geometry of the surrounding streets and spaces and the sloping topography.

The majority of homes in these blocks would be dual aspect or east, west or south facing and benefit from views to Alexandra Palace and across London.

### 3.1.3.3 Existing Wood Green Library Site

Located in the middle of the town centre the existing Wood Green Library site will become the new heart of Wood Green. The site will open up the High Road to create a link to the west that leads into a new town square, a destination in its own right and the east-west link to the Cultural Quarter from the High Road. Additional opportunities will also be explored through detail design:

- To link to the Morrison's southern entrance, and to the Station Road Offices site beyond; and
- To catalyse a reinvention of the former Gaumont Palace.
- The HDV will work with Council to assess the relocation of the community uses on alternate locations.

The HDV aims to deliver a diverse mix of buildings to create enclosure and activity to animate to help frame a new public town square. This would be a vibrant area with a balance of hard and soft finishes and space that will support a myriad of uses – a sunny lunch spot, a place to meet friends, and a location to stage civic and cultural events important to the life of Haringey. It would play a key place making role; a much-needed space to dwell for the local community which is currently lacking on the High Road. Attractive and extensive planting, mature trees, interactive water features, art work, together with high quality finishes, street furniture and lighting will help to create a beautiful and safe public space where local people and visitors alike want to spend time. A pavilion that accommodates a café and a programme of community events could play an important role in activating the new town square during the day and evenings.

The indicative masterplan provides flexibility in regards to phasing and the integration of the Mall servicing yard and access to the Mall car park, and can accommodate additional retail and office space. The Wood Green Library site will not only provide new high-quality homes but also new flexible office space that can meet the needs of existing residents and potentially attract new businesses to the area.



### 3.1.4 Added Value Outcomes

The indicative masterplan for regeneration set out in this Business Plan is represented in the base case financial appraisal for the regeneration. However, subject to Cabinet approval there could be additional opportunity for the HDV to influence transformation and add further value by working with the Council in delivery of their new Council facilities. There could also opportunities to work with existing businesses in Wood Green and adjacent landowners to redevelop under-utilised land to further the transformation of the town centre. These initiatives will be further investigated through stakeholder engagement during the 1,000-day launch plan, and if appropriate adopted by the HDV.

#### 3.1.4.1 Existing Retail and Businesses

Wood Green is viewed as one of the most important retail destinations in North London. Although over the past few years there has been a decline in the retail offer with the loss of M&S and BHS. Despite this loss there is still a well-established retailer community along the High Road which will be protected and enhanced where necessary. As a new stakeholder in the town centre, the HDV, will join the Wood Green Business Forum to become fully immersed in the business networks and play an active role in sharing expertise and advice. Working closely with the business community, the HDV will support the proposal to establish a Business Improvement District (BID), and encourage it to bring the following benefits:



- Physical changes and public realm improvements:
  - Cleanliness – jet washing, deep clean and gum removal;
  - Streetscape improvements – landscaping, benches, improved sidewalks, shopfront criteria, wayfinding and signage;
  - Security – additional police, street wardens; and
  - Sustainable long-term place management model.
- Supporting businesses and encouraging footfall:
  - Business network – joint procurement, networking, recycling; and
  - Identity and marketing – identity creation and branding, events, social media, PR, attraction of new tenants, increased footfall.
- Supporting local community:
  - Skills training, jobs for locals; and
  - Collective voice during the regeneration.

The HDV is committed to locating the HDV project office and consultation hub within the Wood Green town centre to encourage a presence in the community and a collaborative and transparent approach from the outset.

HDV will investigate taking an asset management approach to strengthening the High Road. In this asset management capacity, the HDV will:

- Identify and where necessary, acquire direct control of key strategic sites;
- Vigorously pursue improvements to the High Road environment generally, and in particular regarding traffic management and pedestrian movement;
- Engage in further dialogue with other parties to achieve buy in to the aims and objectives of the indicative masterplan and thereby influence change;

- Create a balanced and coordinated retail environment encompassing both the new and existing retail offer, leading them into a single seamless trading entity; and
- Work with the community to promote special events in Wood Green to enhance community cohesion and refresh Wood Green's identity.

**THE GROWTH COMMISSION'S TEN INDICATORS OF A HEALTHY HIGH ROAD**



## 3.2 Working in Partnership

To push the boundaries of the regeneration and further the transformation well beyond the Council-owned sites, there are landowners and tenants with whom the HDV will engage and collaboratively work with;

- The Gaumont Palace – re-purposing the theatre back to a community use would be a large benefit to the community and link the Wood Green Library site back to the High Road;
- Morrisons – this site is important in linking the library and Station Road Offices sites, in providing increased density and as future space for the artist studios and incubator spaces that will be moved once Crossrail opens;
- Arriva Bus Garage (Arriva) – this site is currently under-utilised, and has the potential to provide additional homes and green spaces linked directly to the Station Road Offices site. There are also options for right-sizing the bus depot and building around or over it;
- The Mall (Capital and Regional) – once one of the top retail centres in London with over 100 shop properties, 12 screen cinema complex, restaurants, market hall and 1,500 car spots, the physical facility and tenant mix has lost its status. If Wood Green is to be fully transformed back into a leading retail centre the Mall is a key element that will need to be addressed; and
- The HDV could also prioritise adding additional commercial development to create further employment space. Research shows that the creation of an office cluster could attract businesses such as technology firms and those associated with education institutions. The HDV could provide over 30,000 square meters of mixed class office and workspace as part of this regeneration.
- The tenants in community buildings on the existing Wood Green Library site – the redevelopment of the existing Wood Green Library site can only be achieved with the successful relocation of the existing community uses on this site.



Figure 3.3 Potential from adjacent third-party sites.

## 3.3 Residential Use Strategy

A MIX OF SUSTAINABLY DESIGNED, HIGH-QUALITY, TENURE-BLIND ACCOMMODATION WILL CREATE DESIRABLE PLACES TO LIVE AND HOMES FOR RESIDENTS THROUGHOUT THEIR LIVES; FROM YOUNG FIRST-TIME-BUYERS TO THOSE THAT HAVE ALWAYS BEEN PART OF THIS TIGHT-KNIT COMMUNITY.

### 3.3.1 Key Objectives

At the core of the proposal for housing development is the creation of homes and public spaces that people can be proud of. A key objective of the HDV's Social Impact Themes is to create homes and neighbourhoods where people can thrive. Critical to this is quality design, good management, and a mix of tenures that are affordable to a range of household types and incomes. The key objectives include:



- Creating a genuine mix/integration of housing product in a quality environment with high-quality design and enhanced amenities, with more opportunities for social interaction and engagement;
- Developing communities in which social housing tenants can access a full range of opportunities;
- Designing to accommodate the needs of different household sizes and compositions, with capability of adaptation for people living with special needs or seeking to age in place;
- Creating spaces between the buildings as platforms for a shared social life in the community, with a character, quality and management that are equally significant in terms of maximising the neighbourhood effect and creating an enjoyable place to live; and
- Providing homes for older people that are central and accessible, with activities, and gardens close by, resulting in less isolation.

### 3.3.2 Market Analysis

#### 3.3.2.1 Open Market Sale Housing

Wood Green is currently seen as a more affordable option to living in North London, whilst still having fantastic transport links to central London. Home prices are improving, reflecting a 10.7% growth in the N22 postcode in the past 12 months. According to Hometrack, only one new build completion has been registered so far in 2016, showing that all of the growth is from existing stock.

The forecast is for significant further increases in line with the current London trends for outer boroughs, and due to the significant regeneration and transport infrastructure improvements that are proposed.

52% of the existing homes in Wood Green are flats, both purpose built and conversion, demonstrating the appetite for lateral apartments in Wood Green and the surrounding areas.

The HDV Strategic Business Plan includes analysis of the wider London market, and an Appendix of this Business Plan includes a specific analysis of the market relating to Wood Green.

### 3.3.2.2 Private Rented Sector

There is strong demand for good quality rental accommodation given the demographic trends noted in Wood Green. This is derived from both the volume of private renters, but also their relatively high level of affluence including young professionals. There is considerable depth of demand for a higher-end product, and people are willing to pay more for it.

As discussed in the demographic context section of this report, Mosaic demographic data for Wood Green demonstrates that there is already a significant demand of private renters with 34% of the existing population classified as 'Rental Hubs' (educated young people privately renting in urban neighbourhoods). Providing appropriate housing opportunities in a vibrant town centre where they will want to stay is key to the future growth of Wood Green.

### 3.3.2.3 Affordable Housing

Any housing offer included in a redeveloped town centre will provide high-density, high-quality housing with a range of tenures addressing diverse income ranges. A well-balanced mix of residents not only provides a depth of character to the area, but also meets the needs of the community at all levels. Creating homes and job opportunities at all levels keeps Wood Green from becoming a dormitory community where higher income workers travel outside Wood Green to work and retail and lower skilled workers have to travel into Wood Green to work because they can't afford to live in the area.

By targeting 40% affordable housing, the HDV will give all existing residents opportunities to stay and grow with their community by offering new routes to home ownership and affordable rental options as rates continue to rise in the Greater London area.

A mix of tenures will be brought forward that relate specifically to local needs, and will facilitate the possible re-provision of homes from elsewhere in the Borough within Wood Green. This will enable speed of rehousing, minimise disruption and uncertainty to existing residents and provide an opportunity to create a greater diversity of tenures across the borough. HDV recognise that a one-size-fits-all approach to housing delivery will not address the underlying issues and disparities between the sites, nor best respond to the underlying objectives of the HDV. Central to this approach is to move away from focusing on categorisation of 'affordable' and 'private' tenures and instead to focus on providing homes to 'buy' and 'rent' at a range of affordability – the right split between renting and buying creates the foundations of a housing offer that provides choice, diversity and which is inclusive from the outset whilst enabling the HDV objective to be realised. New homes will be provided at a range of affordability, providing reassurance that they are accessible to a wide range of existing and new households, complementing the wider regeneration objectives whilst also offering an opportunity for the Council to take a long-term stake, with potential for long-term returns.

## 3.3.3 Housing Offer

### 3.3.3.1 Housing Tenure

The indicative masterplan for the three sites in Wood Green offers a total of circa 1,300 new homes for Haringey. HDV will provide a balanced mix of tenure, size, and design of homes on all three sites of Wood Green in order to support a diverse and integrated community. A target of 40% of homes (by habitable room) will be delivered as affordable housing, and both market and affordable homes will be provided across a range of sale and rental tenures such that homes are available to residents at every income level and all stages of life. Sizes could



vary from studios to four bedroom units, with a larger proportion of one and two bedroom units in the private mix to reflect the market in Wood Green today.

The provision of a variety of homes across the development sites will be a key ingredient in the creation of a sustainable community for the long term, and in enhancing the economic success of the regeneration.

Market homes will be designed in accordance with planning policy, but with flexibility of being Open Market Sale (OMS) or Private Rental Sector (PRS) tenure. The provision of housing PRS homes as part of the mix will allow for more residents in homes quicker, as well as providing capital faster to begin other HDV development.

#### 3.3.3.2 Housing Offer

HDV will provide homes that will be amongst the best that London has to offer, including a balanced mix of home sizes and types that will be designed to meet or exceed all relevant design standards.

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

#### 3.3.3.3 Affordable Housing Offer

This Business Plan supports the Council's ambition to deliver higher levels of affordable housing, and the financial model targets the provision of 40% affordable housing (calculated by habitable room and subject to viability testing).

Affordable homes will be included in every phase of the development. Early phases will be designed such that it could accommodate the needs of the existing council tenants and resident leaseholders rehoused from other HDV sites.

Affordable tenures will include a range of sub-tenures that will accommodate a balanced mix of affordability to all households. For further detail on Affordable Housing please refer to the HDV Strategic Business Plan Delivery and Finance and Commercial sections.

## 3.4 Employment Space Strategy

**BUSINESSES AT ALL STAGES OF THEIR LIFE CYCLE WILL GROW AT WOOD GREEN. FROM CO-WORKING SPACES AND BUSINESS INCUBATORS WITHIN MEANWHILE USES, TO THOSE MORE ESTABLISHED, ATTRACTED TO SUSTAINABLE, HIGH-QUALITY DESIGNED OFFICE SPACE OF UP TO 1000M2. .**

### 3.4.1 Key Objectives

The proposal for employment space in the Wood Green town centre provides for additional and higher quality workspace resulting in economic vitality, job creation and day and night-time vibrancy aiding in a better sense of place.



HDV will enable better prospects by:

- Providing employment opportunities accessible to local residents of all capabilities and ages;
- Fostering local enterprise with spaces for businesses to start-up, succeed and grow; and
- Creating a vibrant mixed-use quarter that will bring life and enhance place making outcomes for the community.

### 3.4.2 Commercial Offer

#### 3.4.2.1 Objectives

The proposed commercial strategy seeks to provide commercial accommodation that meets the needs of a wide cross section of occupiers. The objectives include the following:

- Creation of viable, sustainable employment space that will appeal to businesses and individuals, ranging from a hot desk to a full floor plate of around 1,000 m<sup>2</sup>;
- Promotion of arts and creative industry facilities to add to the character and identity of Wood Green;
- Co-working spaces ranging from small businesses who need access to technology to individuals looking for a single space on a temporary basis;
- Business support to help incubator companies and entrepreneurial individuals to grow while still having access to space in Wood Green throughout their growth; and
- Supporting the strategic objective of the Council, working in partnership with the London Enterprise Panel, to focus on digital, creative, science and technology job creation;

There is also opportunity for the HDV to support the Council in the development of their new Council facilities (subject to cabinet approval);

It is important to provide opportunities for businesses at all stages of their growth cycles so that jobs stay in Wood Green. For long-term economic stability, it is important that businesses do not outgrow the facilities available and leave, taking their jobs and workers with them.

#### 3.4.2.2 Market Analysis

The current office stock in Wood Green is dominated by second-hand accommodation that falls short of meeting office 'Grade A' requirements, resulting in reduced rental levels. However, the continued tightening of availability of 'Grade A' office space in the fringe of

Central London, together with a comprehensive regeneration as proposed in this Business Plan, will be key to achieving a change in attitude towards Wood Green.

The top four reasons for companies considering relocation to a new sub-market are:

- Public transport accessibility;
- Property cost;
- Potential for business clustering; and
- Quality of supporting retail and leisure amenities.

The creation of a truly mixed-use environment, along with the proposed Piccadilly line upgrades and potential for Crossrail, will add to this market and increase the ability to attract higher quality office occupiers.

Wood Green has seen success in co-working and creative space, such as the Chocolate Factory, located in the Cultural Quarter. The Office marketing strategy in the Appendix of this Business Plan contains more details on co-working spaces seeking to locate in the Wood Green area. Given that Wood Green is currently seen as a secondary office location for large scale anchor tenants, the HDV will initially focus attention toward SMEs, incubator and co-worker uses to shape our commercial product offer.

Further market analysis is also included in the Appendix to this business plan.

#### 3.4.2.3 Office Types

The HDV will provide spaces that are inspiring, adaptable and designed to accommodate more agile ways of working.

The proposed employment space will offer a range of sizes and working styles and including the following:

- HDV office space – the HDV office will locate to the town centre to help serve as an anchor to the first phase of office offering, to make the HDV team a part of the community, and to make the team accessible to the community;
- Incubator space – the creation of managed incubator space will assist in the formulation and expansion of new enterprises, promote peer interaction and provide business support services. These spaces can provide temporary or semi-permanent spaces for creative/cultural entrepreneurs to contribute to social and economic development and place making. Local creative/cultural enterprises can be supported to grow from micro into small and medium enterprises, through business support services including training, advice, subsidised premises, finance, networks and events;
- Co-working space – there is a greater need for high-quality small business workspaces due to an increase in creative, technology and design activity. These new businesses and entrepreneurs favour non-traditional spaces. Many have a need to access 3D printers and other technology to remove the barriers for entry. A co-working space can provide this technology as well as space for a small office, workshop, studio or single hot-desk;
- Small and Medium Enterprise (SME) space – there is potential for creating a market for new SMEs by providing Grade A, modern facilities. The target market would be creative industries, such as the production houses being priced out of Finsbury Park;

- New Council facilities – The HDV seek to assist the Council to meet their goals of empowering their employees to work from anywhere, with streamlined processes, improved technology and a place to collaborate with colleagues and partners in order to deliver improved, more responsive and high-quality services. Council will determine via Cabinet decision how best HDV can provide support.

In addition to providing employment space for all phases of a business’s growth, the HDV will also provide a Business Liaison Officer that will work closely with the existing business community and creative sector. The programme will include business support and mentoring to help grow local business and increase employment in the area. Supporting SMEs is key to nurturing local talent and ensuring businesses grow and stay in Wood Green.

Some of these support services already exist, for example the free start-up business advice and training in the current library. The initial task will be to map the extent of services and the differences in their offer, ensuring that the most appropriate services are provided to individuals and businesses, and that where gaps exist, we will assess how to fill them. The process we follow is one of first assessing the existing offer, working with those already operating to understand their objectives and area of expertise and then filling the gaps in that offer.

The HDV will enhance the Cultural Quarter through the introduction of co-working and creative hub spaces that will support ‘makers’ and who will benefit from the cluster and support structures on offer.

### 3.4.3 Retail, Cafes and Restaurants

#### 3.4.3.1 Objectives

The over-riding vision for the retail, cafe and restaurant element of the project is to provide a sense of place which is socially inclusive and offers a focal point, capable of attracting consumers from Haringey and beyond providing a morning to night-time offer which can constitute a ‘day out’. The retail, cafe and restaurant strategy has the following objectives:

- Support and develop existing independent retailers;
- Provide a balanced tenant mix including a large range of great new bars and restaurants to cover both day and night-time markets to promote safety and vibrancy;
- Create a fashionable, safe and comfortable environment with quality public realm, comparable to other top quality street environments;
- Develop efficient buildings and layout of units, which are designed to ensure ease of maintenance, provision for future refurbishment and modification, and minimise service charges to offer the flexibility for future upgrading;
- Enhance the existing retail offer in the High Road by promoting, managing and integrating the environment and providing complementary uses; and
- Attract new retailers to the area thereby providing a comprehensive appeal.



The key challenge is to deliver a scheme that can regenerate the area and significantly boost the local economy, whilst simultaneously preserving the vitality and diversity for which it is currently celebrated. An example of this is that the offer of restaurants will need a balanced blend of national mainstays, new and existing local establishments, small operators from other areas of London, and catering with strong ethnic roots.

#### 3.4.3.2 Market Analysis

The lack of existing retailer demand can be attributed to Wood Green no longer fulfilling the full range of requirements of a 'town centre', where a shopper's experience, rather than simply utilitarian need, is now a fundamental aspect of the shopping process. The 'experiential' element of a visit relies upon activities ancillary to the shopping use of an environment such as restaurants, coffee shops and bars alongside the quality and variety of the built environment.

Wood Green has a complete absence of areas in which the shopper, commuter or resident consumer can step away from the busy street and enjoy the town centre at a more relaxed pace in a managed built environment. The HDV proposal doesn't try to compete with the substantial amount of retail uses already provided for in the Mall and along the High Road, but instead complements it by providing the food offering and quality environment that is missing today. Analysis we have undertaken shows demand from well-known family brands such as Wahaca, Five Guys and Pizza Express.

Further market analysis is also included in the appendix to this business plan.

#### 3.4.3.3 Types of Spaces

The proposal is based on complementing, not competing with, the Mall and the High Road, and providing a range of food options that are largely missing from the offer in Wood Green today. The proposal addresses:

- Convenience and grab and go needs of local residents departing for work in the morning and arriving home in early evening;
- Workers (office and retail) seeking variety and value price point;
- Refreshment and convenience needs of people transiting through;
- Destination response to local and international visitors, including patrons of Alexandra Palace;
- Night time F&B as entertainment; and
- Local residents and visitors need for a variety of price points for a longer stay time.

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

We will develop a Healthy Food Plan that would include and support communal food growing for both families and restaurants as well as creating healthy food lease guidelines.

## 3.5 Social and Physical Infrastructure Strategy

### 3.5.1 Key Objectives

HDV's key objectives are to deliver social and physical infrastructure that will:

- Bring better prospects through improved education and training facilities;
- Enable healthy lives through improved health and wellbeing provision;
- Establish community pride through improved community focus and identity; and
- Create a zero-carbon future.



### 3.5.2 Social Infrastructure

Social infrastructure is an important part of the indicative masterplan principles to improve the quality of life for local residents. For Wood Green, the social infrastructure will focus on the delivery of the new public realm including a new public square and the delivery of new civic and community uses.

The town square will house a pavilion at the centre drawing people in from the High Road, and creating a venue that can be transformed from a pop-up café, to an event space for arts and culture, to a community meeting place for events and celebrations.

Within the new town square there will also be public spaces and play areas aiding with the development of the community wellbeing and social interaction, and being an important part of the place making vision and social infrastructure for Wood Green.

Further to delivery of the new town square and community spaces, the LBH Civic Centre site will include a new nursery, which will not only provide a safe place for parents to leave their children to play and learn while they go to work, but will also provide life to the community.

Other meanwhile uses could be explored such as different employment spaces and outputs, incubators/ co working/ maker spaces/ markets that could contribute to the Cultural Quarter and place making of Wood Green.

### 3.5.3 Physical Infrastructure

Integration of place making through all aspects of the development is key to successful delivery, extending to the coordination of utilities infrastructure. The HDV's approach is to create an infrastructure masterplan early in the life of the project which includes the setting out of strategic infrastructure corridors. This allows the coordination of landscaping and utilities to suit the place making objectives, defining utility-free corridors and areas for tree planting and other landscape elements such as water features.

The infrastructure masterplan will set out the approach to local infrastructure within the public realm. This not only provides general functionality such as lighting, but also enhanced capability in areas that are defined for specific future uses. The International Quarter London development at Stratford is a good example of this, where different functions within the public realm have been clearly identified, such as areas for major events, pop-ups and even a cinema have required the infrastructure to be tailored accordingly with the inclusion of power and data within the public realm. Additionally, there is enhanced wi-fi accessibility in high footfall and activity areas to avoid the frustration of not being able to connect in certain streets in busy times. Each of the sites are delivered in its entirety with all infrastructure and public realm so residents will not be moving into a construction site.

## 3.6 Sustainability and Energy Strategy

### 3.6.1 Key Objectives

The HDV strategic sustainability objectives and approach are set out in the HDV Strategic Business Plan. The sustainability commitments specific to Wood Green include:

- Deliver 'zero carbon' homes in line with Haringey's 40:20 and Zero Carbon 2050 targets;
- The HDV will seek to assist the Council to with the delivery of BREEAM Excellent Council facilities with an aspiration for Outstanding if feasible and the desire of the Council;
- Provide new pedestrian linkages, delivering connectivity of existing green spaces green infrastructure and open spaces on each of the sites and an increase in biodiversity; and
- Utilise sustainable and modern methods of construction such as Cross Laminated Timber (CLT) where appropriate.

### 3.6.2 Energy Strategy



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

The HDV energy strategy for Wood Green responds to the Council's 40:20 targets and to make Haringey London's most sustainable borough.

All housing provided in Wood Green will be zero-carbon, in compliance with GLA policy. To structure the strategy and approach on Wood Green, we have used the GLA's energy hierarchy of 'Lean, Clean and Green'.

#### Added Value

The 'zero carbon' policy currently only applies to residential development, non-residential development will achieve, as a minimum, a 35% reduction from Part L2A calculations. These proposals exceed these requirements to set the baseline for non-residential elements to a 40% reduction, in line with Haringey's 40:20 targets.

The primary energy options for Wood Green are set out below, with further detail under the 'Be Lean', 'Be Clean' and 'Be Green' headings. The preference is to provide 'Option 3', which would be a zero-carbon solution on site. This solution does, however, require the provision of an appropriate district heating network. The final detail of the energy strategy will be resolved and agreed during the detailed design as detailed modelling across all the typologies will be required to finalise the correct strategy, but initial options are:

Table 1 Wood Green Energy Strategy – Options. \*based on Haringey’s confirmed price of £90/tCO2

		Wood Green		
		Option 1	Option 2	Option 3
	<b>Approximate number of dwellings</b>	1,200	1,200	1,200
<b>Be Lean</b>	<b>U-values</b>	Indicative U-values	Indicative U-values	Indicative U-values
<b>Be Clean</b>	<b>Heat Delivery</b>	District Heat, Gas fired CHP & Boilers Route 1 – Connection to offsite Energy Centre	District Heat, Gas fired CHP & Boilers Route 1 – Connection to offsite Energy Centre	District Heat, Bio-methane CHP & Boilers
		Route 2 – Centralised Onsite Centre Route 3 – Multiple Energy Centres	Route 2 – Centralised Onsite Centre Route 3 – Multiple Energy Centres	
	<b>Carbon Reduction (%)</b>	50%	50%	80%
<b>Be Green</b>	<b>Renewables</b>	None	Heat Pumps – 4kW per apartment	Heat Pumps – 4kW per apartment
	<b>Carbon Reduction (%)</b>	50%	70%	100%
<b>Offset Cash-in-lieu Contribution</b>	<b>Offset Payment (£) *</b>	£2,268,000	£1,296,000	£0
	<b>Final Carbon Reduction (%)</b>	100%	100%	100%

\*\* The offset calculations are estimates and will be further considered during the next stage.

Non-domestic elements of the Wood Green development will also be serviced by the options described above, but have been omitted from calculations in this case to reflect the consideration of the ‘offset cash-in-lieu contribution’ only required for residential elements. The main differences between these options are found within the ‘Be Clean’ and ‘Be Green’ sections of the energy hierarchy and key discussion points surrounding these options can be found below.

### 3.6.2.1 ‘Be Lean’

As the first step in the hierarchy, HDV will focus on delivering homes with fabric-efficient design measures incorporated into building design to maximise energy and carbon reduction. These passive measures include designing in enhanced aspects, cross ventilation, appropriate glazing ratios, appropriate glazing specifications, improved daylighting, better air tightness and optimum U-values.

Indicative proposed fabric performance for Wood Green are shown below. Throughout the detailed design HDV will conduct detailed modelling to optimise fabric efficiencies to target the best outcome in terms of resident comfort, energy bills and long-term carbon footprint. The HDV will also seek to continue to innovate and improve performance over time.

Table 2: U-values for various elements

Element	U-Values (W/km <sup>2</sup> )
External Walls	0.15
Internal Walls	0 (fully filled and sealed)
Glazing	1.2 (g-value 0.5)
Roof	0.1
Floor	0.1
Air Permeability	3 m <sup>3</sup> /h/m <sup>2</sup> @50Pa

### 3.6.2.2 'Be Clean'

The DEN study was not available in December 2016. In the absence of detailed information pertaining to the DEN, the HDV's approach is to design for the future connection to the DEN, and to provide the most sustainable alternative heating source in the interim.

If the decision is made to deliver a standard gas-fired CHP system (as per energy options 1 and 2), it is predicted that alongside the fabric performance measures, it would be possible to achieve an on-site carbon reduction of approximately 50%, with additional measures potentially improving on this. The shortfall from 100% would require the payment of carbon offsets, and incur additional cost that has not currently been allowed for.

The most significant carbon saving can be borne utilising a system such as that being implemented by Lendlease at Elephant Park, which offsets natural gas with bio-methane, a zero-carbon fuel. Bio-methane enables the provision of renewable energy without requiring biomass boilers on site, with the associated impacts on air quality and transport on Wood Green roads. This approach results in a carbon reduction of approximately 80% and would be the preferred energy option, to maximise direct carbon savings.

All of the proposed energy options in the 'Be Lean' and 'Be Clean' sections of the energy hierarchy would deliver 40%+ reductions in CO2 emissions against Part L, meeting the 40% reduction required for Haringey's 40:20 targets. In order to reach 'zero carbon', the options then diversify into 'Be Green' technologies and considerations on the 'Offset Cash-in-lieu Contribution', detailed below.

### 3.6.2.3 'Be Green'

'Be Green' technologies refer to renewable energy technologies that assist in offsetting carbon dioxide and producing energy on site. The HDV will embrace lessons learnt on Lendlease developments with consideration towards the following during the design process.

- Heat Pumps;
- Solar Photovoltaics;
- Solar Thermal;
- Hydrogen Fuel Cells;
- Closed-loop Hydropower;
- Kinetic Pedestrian Plates;
- Kinetic Speed Bumps; and
- Battery Storage.

Notably, for a town centre location, emerging innovations such as Kinetic Speed Bumps and Pedestrian Plates could prove extremely valuable not only for generating electricity – and therefore reducing carbon – but also for capturing footfall data to further attract commercial tenants to the area. Similarly, with the potential for Crossrail 2, the number of pedestrians passing through the town centre could significantly increase, resulting in more energy produced through these means as it becomes more commercially viable.

As part of energy options 2 and 3, heat pumps are currently the optimal renewable technology to bring the residual carbon use from the Energy Centre down to 100%, without the need for an ‘offset cash-in-lieu contribution’ payment. This preference is predicated on commercial efficiencies, reductions in heat loss through heat networks and avoidance of overheating issues in communal areas. Heat pumps use a neutral loop, where heating water is distributed at much lower temperatures and then heated by the heat pump in each home. The advantage of the system is that the consumer only receives an electricity bill as opposed to a heat and electricity bill. The heat pump also works at efficiencies of 400% as opposed to the 90% of a modern boiler. Finally, the technology is future-proofed because electricity is becoming a ‘greener’ fuel as the National Grid is decarbonised.

Other options are included within this strategy due to the scale of the project and the potential operation alongside the DEN. The final solution will depend on the timescales for delivery, cost implications and the speed at which new technology is emerging.

### 3.6.3 Sustainability

#### 3.6.3.1 Resilience and Adaptation



RESILIENCE &  
ADAPTATION

THE HDV WILL..  
SUPPORT AND EMPOWER A COMMUNITY TO BE RESILIENT TO FUTURE ENVIRONMENTAL,  
SOCIAL AND ECONOMIC CHANGES

#### 3.6.3.2 Flooding

Despite all Wood Green sites sitting within Flood Zone 1, meaning flooding is very unlikely from local watercourses, the design approach will seek to reduce surface water runoff, especially at LBH Civic Centre site, which is located within a ‘critical drainage area’. The HDV will consider traditional attenuation techniques together with water-sensitive urban design principles – namely using planting and soft landscaping to slow the movement of water before releasing it back into the surrounding environment, reducing pressure on the local sewerage systems.

### 3.6.3.3 Adaptability and Accessibility – ‘Design for Dignity’

- ✓ I feel genuinely welcome
- ✓ I can get around easily
- ✓ I am part of the community, just like everyone else
- ✓ Being here makes me feel good
- ✓ There are good opportunities accessible for me here
- ✓ My voice is heard and my opinion is valued

It is important that all residents across Wood Green can live comfortably throughout their lifetime. This means ensuring a focus on adaptability and through-life living in homes is delivered.

Lendlease has developed a new internal design guide called Design for

Dignity, which outlines key best practices to ensure that urban mixed-use districts can be truly accessible and welcoming to all people. These guidelines go beyond the minimum standards required for accessibility (Lifetime Homes standards now incorporated into Part M) and instead focus on how ‘welcome’ people feel within a setting; centring around an aim to elicit a set of key responses from all who visit, work or live at Wood Green. The HDV intends to utilise this guide across Wood Green, to deliver a first-class urban precinct for all.

As part of the retail strategy, HDV will provide key amenities across the development, ensuring that there are adequate local services for the people of Wood Green, reducing the need for travel. This will increase accessibility and develop a sense of community cohesion around the locally run services.



### 3.6.3.4 Waste



WASTE

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

HDV will work with retailers and those based in the commercial office spaces and the civic centre to reduce the amount of waste produced across Wood Green. Similarly, to the residential elements of the scheme, adequate space and access will be allocated to recycling and waste collection facilities for managing agents and waste collectors.

### 3.6.3.5 Nature



NATURE

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

#### 3.6.3.5.1 New Pedestrian Links and Spaces

At the heart of this proposal HDV will create new pedestrian links to connect sites across Wood Green, existing green spaces and parks. This will enable connectivity and movement through the development and beyond, safely away from traffic, connecting pedestrian and cycle ways to wider green spaces and existing infrastructure in the borough including Trinity Gardens and Barratt Gardens.

The vision is for the newly developed sites to include Grow Gardens, green podiums and high-quality public realm in order to become a strong physical and civic connection through the entire Wood Green area; a social hub, for the enjoyment of local residents, workers, visitors and the broader community of Haringey and London. It will create a shared community life, encourage residents to actively engage and interact, deliver community projects/initiatives and provide residents with views of green open space from their homes.

### 3.6.3.6 Responsible Investment



**THE HDV WILL...**  
**INVEST IN HARINGEY TO SUPPORT SUSTAINABLE LIFESTYLES, ECONOMIC GROWTH AND EMPLOYMENT**

HDV will meet the following performance levels at Wood Green:

- Residential – equivalent of Code for Sustainable Homes Level 4;
- Council facilities– BREEAM Excellent where possible (BREEAM Outstanding if desirable and delivered by the HDV); and
- Retail and commercial – BREEAM Excellent.

For non-residential buildings, HDV will set a baseline of BREEAM Excellent, and deliver workspaces that focus on health, wellbeing and productivity for those working within them.

On the Council facilities, HDV will seek to assist and discuss the opportunities for the Council to invest in achieving a showcase BREEAM Outstanding building, to deliver one of the most sustainable buildings in London, that outwardly reflects the Council's advanced and forward-thinking view on sustainability.

Achieving these standards of sustainability will set a standard and help to ensure that Wood Green's residents and businesses benefit from healthy environments, low utility bills and buildings fit for the future.

Responsible investment also extends to the affordability mix of the homes, shops and offices we build. HDV will ensure that we provide for the full income range of end occupants across both rental and purchase tenures to ensure that Wood Green is a properly diverse and inclusive part of London.

## 3.7 Estate, Housing and Asset Management Strategy

### 3.7.1 Approach to the Estate Management

The long-term value of the Wood Green development, including residential and commercial elements, will be best assured by creating, and then maintaining, good quality external and shared spaces, including maintaining the buildings to a high level of repair. All buildings, their common parts and associated external open space will be managed to the same high standard regardless of tenure type, use type or ownership.



HDV will deliver an estate management service that supports the creation and operation of a vibrant, highly functioning and empowered community, which will enable Wood Green to become a place where people aspire to live, work and visit, and with real opportunity for those at its heart to have a voice and genuine influence in how it is run. HDV will incorporate local resident focus groups and asset management partners into the project design and delivery teams at an early stage to ensure that decisions are always made with the future, in terms of lifecycle costs and material durability, as well as the present, in mind.

Increasingly cohesive and cost-effective on-site estate management services help to attract and retain purchasers, tenants and visitors, and enhance investment values. The HDV will ensure compliance with all necessary statutory and third-party requirements.

The key estate management principles include the delivery of:

- A safe, secure and enjoyable environment for all that live, visit or use the area;
- Affordability, quality of service and value for money;
- A locally based, responsive management team who provide high quality services;
- High levels of customer satisfaction; and
- An authentic community for all.

Building and managing great places is only one aspect of regeneration; the key is the continued curation of the place to sustain both the physical assets and the ongoing community stewardship. Management and activation of community spaces is key, they should be maintained and operated in a way that encourages respectful and mindful use and should have events and programmes to keep the place full of life. The importance of feeling secure cannot be underestimated. This will be achieved primarily through effective lighting, and high quality, monitored CCTV where appropriate, as well as with management staff presence. The whole of the estate management team will be Community Ambassadors who will not only undertake their key role, such as cleaning or maintenance but also proactively engage with the community with a visible presence and 'can do' attitude. HDV will employ local, helpful and passionate people, who will be extensively trained. This can bring positive benefits to the local economy, increase community cohesion and perhaps promote a sense of security through the familiarity of the estate management team working around the estate.

The proposed overarching strategic approach to the Estate Management Strategy, which will be adopted for all projects is detailed in the HDV Strategic Business Plan.

In creating a vibrant town centre, HDV will bring in a mix of new housing, commercial, retail and community facilities to Wood Green. This mix of stakeholders will require a cohesive management solution that provides a consistent approach across the estate balancing the needs of all stakeholders. Retailers will want to increase footfall in the area, residents of the private units will want to increase the value of their property and the affordable residents are

likely to want their service charges kept at an affordable level. The challenge is to create a scheme that is:

- Well maintained;
- Thrives economically;
- Feels safe and secure;
- Enhances and maintains residential and retail values;
- Promotes a sense of belonging and cohesion among the communities;
- Has a sustainable long-term management structure that is fluid enough to ensure it can change over time; and
- Tenure-blind approach to management.

All leases will contain provisions requiring the tenants to uphold, repair and maintain their premises and contribute to the estate charges for cleaning, landscaping, and maintenance of the public realm, as well as enlivenment and events. The retailers and other key stakeholders will be actively encouraged to participate, sponsor and curate events and initiatives in conjunction with the estate management team.

### 3.8 Affordable Housing Management and Ownership Strategy

#### 3.8.1 Key Objectives

The Housing Strategy identifies the need to improve the quality of housing, improving Council owned homes, reducing the maintenance backlog, addressing concerns regarding the quality of private rented housing and improving the quality and management of homes owned by Registered Provider (RP) and multiple landlords.



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

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

LORD SCARMAN 1991

#### 3.8.2 Housing Management

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

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

3.8.2.1 Meeting the needs of Haringey residents: an integrated approach to provide exemplary customer service

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

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

#### 3.8.2.2 Delivering continuity of service for local residents

There are no existing residents on the Wood Green HDV sites, however should HDV's remit expand to additional sites, then it will work with Council and HfH to develop rehousing plans for tenants and leaseholders.

In this instance the Council would be responsible for carrying out the programme for allocation, lettings, sales and management of the new homes. This is detailed in the delivery section of the HDV Strategic Business Plan.

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

### 3.8.3 Ownership Strategy

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

## 3.9 Transportation Strategy

### 3.9.1 Transport Assessment

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

### 3.9.2 Travel Plan

A combination of travel measures aimed at promoting and facilitating the use of healthy sustainable modes of transport and reducing the emphasis on car use will be developed through an overarching HDV Travel Plan. Measures such as cycle hire, car share, electric vehicle charging points, and improved cycle and pedestrian routes will be embedded in the design approach.

It is proposed that the Travel Plan is devised so that it deals with the implementation of the development, and the longer-term management of the site. It is important that the Plan is

flexible enough to deal with changing conditions, and that it seeks to involve local and transport stakeholders to develop and deliver a strategy that reduces the need to travel, and encourages movement by means other than the car. The Travel Plan will also tie in with the Sustainability Strategy, and seek to support objectives to reduce the emission of greenhouse gases from transport.

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

The Steering Group could include:

- Transport for London (TfL);
- The Council;
- Greater London Authority; and
- HDV.

In addition, the Stakeholder Group could include:

- Representatives of occupiers and residents; and
- Town centre stakeholders.

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

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

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

- Developing and implementing a cycle strategy for parking, repair and access.

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

### **3.9.3 Impact of Crossrail 2**

For the purposes of this Business Plan we have assumed the Crossrail 2 Station will be delivered within Wood Green centre on the Vue site.

The HDV will work with the Council to lobby for Crossrail 2 and support the Business Case.