

Haringey Development Vehicle Wood Green Delivery Strategy

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Haringey
LONDON

lendlease

Redacted Version



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GUIDE TO THIS BUSINESS PLAN (DELIVERY)

This section of the Wood Green Business Plan sets out the vision for delivery, detailing how the partnership will deliver better places; high-quality, mixed and inclusive neighbourhoods that improve health and wellbeing, meet people's needs and nurture aspirations.

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.

Section Title	Purpose
Introduction	Executive overview of the delivery section
Programme	Sets out overall programme and milestones including: <ul style="list-style-type: none"> • 100-Day launch plan • 1000-Day launch plan
Resource Plan	The approach and structure of the proposed Wood Green Development Team Approach to professional team selection
Community and Stakeholder Engagement	The approach to engaging with the community and other key stakeholders
Procurement	How HDV will secure the necessary design, professional and construction services
Land Assembly	<ul style="list-style-type: none"> • The approach to purchasing land within the bid red-lines as well as potential future sites • Continuity of service for areas within the bid red-lines that will not be redeveloped
Planning Strategy	How the HDV will approach and engage with Planning Authorities
Design Control	How the HDV ensure design and cost are managed
Construction	How the HDV will robustly procure and manage construction services and ensure delivery achieves the necessary outcomes
Handover and Occupation	Ensuring a smooth transition from construction to occupation for homeowners, businesses and retailers
Social and Physical Infrastructure Delivery	How the HDV will deliver social facilities and infrastructure
Secondary Infrastructure Delivery	How the HDV will integrate delivery of infrastructure on each site
Estate, Housing and Asset Management	Estate and asset management approach, including estimated service charges and ownership strategies
Marketing, Sales, Letting and Communication Strategies	Approach and strategies for marketing residential homes and commercial and retail tenant spaces
Health, Safety and Wellbeing	Approach to embedding health, safety, and wellbeing at the heart of the delivery process
Quality and Assurance	Ensuring proper quality management systems are in place
Risk Management	Top risks and associated mitigation measures
Key Assumptions	Key assumptions that form basis of Business Plan
Financial and Commercial	The financial and commercial basis for this Business Plan

1 INTRODUCTION

This Business Plan outlines the Wood Green-specific approach, process and assumptions for delivering a transformed town centre that meets the HDV objectives. For details on HDV-wide strategies, such as recruitment, succession planning and continuity, governance and reporting, Key Performance Indicators (KPIs), and branding, please refer to the HDV Strategic Business Plan.

The key components of the delivery proposal embedded in the indicative masterplan for Wood Green include:

- An accelerated delivery programme that sees the completion of the Wood Green transformation within 6 years;
- Delivery of circa 1,300 new homes, over 5,500 m² of retail space, new town square and circa 5,800 m² of new employment space;
- The potential for the HDV to assist the Council in delivery of the new Council facilities (including, library and democratic facilities);
- Prioritising early delivery of significant social infrastructure that will significantly contribute to social and economic outcomes and early place making including the new Council facilities and a new town square on the High Road;
- A focus on reinvigorating the High Road by delivering a mix of uses including retail, restaurants, cafes, leisure, employment spaces and homes;
- Early engagement and consultation which puts people at the heart of the change and shapes solutions to meet the needs and wants of the community;
- Provision of a range of innovative and flexible employment uses that support economic growth and attract inward investment to the area, particularly in creative industries that are beginning to cluster in Wood Green;
- Active programme of meanwhile use projects to engage the community and enhance the Wood Green experience in the short and medium-term;
- Tenure-blind architecture and management with accessible and inclusive design for all especially the elderly and disabled as a priority;
- Utilisation of modern methods of construction (MMC) and innovation in process and extent of supply chain to bring forward faster, more efficient, sustainable buildings;
- An experienced and dedicated Development Management Team based on-site in Wood Green to show commitment and real understanding of the area, as well as providing a local focus and quick response to local challenges and needs;
- Flexibility for the HDV to utilise Lendlease self-delivery model under the Contractor Framework Agreement or manage third party contractors safely and effectively to deliver best value;
- Experienced management of construction logistics in busy town centres and an approach that will minimise disruption to the local community; and
- Experienced management of design, construction, handover and occupation processes for complicated regeneration projects that will ensure certainty of cost, quality and time outcomes.

Quantum of development proposed by indicative masterplan:

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

Note: There is the potential for an additional 3,790m² of employment space on the Wood Green Library site where it was originally envisaged that the Crossrail 2 station would be located on this site. These figures do not include the new Council facilities employment space.

2 PROGRAMME

2.1 Programme and Key Milestones

The HDV will revitalise Wood Green into a vibrant and prosperous London destination that has a strong identity. An initial programme has been developed to deliver significant change to the Wood Green town centre within the next six years. The three sites will act as a catalyst for wider change, to establish HDV presence in the borough and provide confidence in the quality of physical product and community outcomes that can be achieved.

[REDACTED MATERIAL]

Each site has been approached independently from an initial programming perspective without consideration of the fact that the town centre is busy and congested and interdependencies, between sites may be difficult to manage without causing disruption. During detailed design, opportunities for consolidation and efficiency will be explored.

The proposed development programme has been built up from first principles in a robust and integrated manner to address:

- HDV governance;
- Design;
- Consultation;
- Planning (and related Statutory Consents);
- Cost planning;
- Sales and marketing;
- Procurement; and
- Construction.

Durations for design, planning and construction are based on detailed benchmarking to ensure proper project, risk and value management.

In order to accelerate delivery of both the LBH Civic Centre and Wood Green Library sites, the programme assumes that the Council will relocate the existing office uses, customer service and HALS/HEST from the existing Station Road site and the existing library site to an alternative temporary location prior to construction commencement. Maintaining continuity of the library space will be critical.

The HDV will work with Council to identify a deliverable relocation strategy for the existing community uses within the Wood Green Library site, agreed prior to the redevelopment of the site.

Relocation will therefore be dependent on the timely completion of the Council's new facilities, in order to achieve vacant possession of the Station Road Offices site by Q2 2021. There is the opportunity for the HDV to support Council with the delivery of these facilities.

A detailed delivery programme for Wood Green, and alternative phasing sensitivities is included in the Appendix to this Business Plan.

2.2 Launch Plan

The following section considers the programme against these launch sequences:

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

2.2.1 100-Day Launch Plan

The 100-Day Launch Plan covers social and economic, stakeholder engagement, governance, legal, finance and team establishment, and will prioritise early wins, including:

- Finalising the Wood Green Business Plan to reflect the shared vision of the HDV;
- Gaining endorsement for, and executing all key development strategies and plans that will set out the parameters of the delivery process;
- Establishing Wood Green reporting, governance and control processes;
- Mobilising the Wood Green team at HDV offices in Wood Green
- Establishing governance and proper working relationship protocols, document controls, decision-making processes, risk management procedures and review processes;
- Confirming funding arrangements, necessary business case approvals and Employers Requirements for the new Council facilities with a view to completing the detailed design and progressing a design and build contract;
- Developing detailed understanding of site constraints and opportunities by completing due diligence and utility capacity studies;
- Identifying land ownership and legal title issues; and
- Selecting and appointing an appropriate team of consultants including design team to take the project forward, with the potential opportunity to include a public design process.

2.2.2 1000-Day Launch Plan

The 1000-Day Launch Plan beyond the first 100 days includes:

- Commence engagement with key landowners and tenants
- Continuing meaningful engagement with all stakeholders and the community;
- Engaging with relevant stakeholders and the community in the design, creation and use of Wood Green's public spaces and buildings to embed place making, social cohesion and identity-building processes over the long-term;
- Developing a detailed and coordinated Public Realm and Infrastructure Strategy (utilities, energy and roads) to respond to the obtained consents and ensure the longer-term programme can be delivered efficiently and without unnecessary disruption to the local community;
- Acquiring necessary third-party land through negotiation if possible and CPO if necessary;
- Submitting and obtaining a robust planning approval to facilitate the development;
- Assisting the Council with relocating the library, customer service centres, HALS and HEST to allow for early development of the current Wood Green Library site;
- Selecting of an RP and clarification of roles, responsibilities, contributions and programmes; and

- Letting the necessary contracts on all sites and supervising the delivery of the new council facilities, LBH Civic Centre and Wood Green Library sites.

2.2.3 Specific Mobilisation Activities for Wood Green

2.2.3.1.1 Establishment of the core development teams

The appropriate Development Management Team will be mobilised for the overall project and for each of the sites.

2.2.3.1.2 Consultation

Meaningful early engagement will be undertaken to better understand the concerns of residents, businesses and retailers; this will play a significant part in gaining trust and building relationships. Our consultation approach is set out below in more detail in Section 9.

2.2.3.1.3 Technical consultation and Due Diligence

Technical consultation will begin immediately to further develop detailed understanding of the plot specific opportunities and constraints. Concurrently, technical due diligence will be progressed as necessary for detailed design, to prepare the relevant documents for Environmental Impact Assessments and general planning purposes.

Some intrusive surveys (primarily around geotechnical information and ground conditions) will need to be undertaken soon after HDV formation on the new Council facilities, LBH Civic Centre and Wood Green Library sites. It is assumed that all necessary and reasonable licences and access will be provided for surveys, intrusive and otherwise, for design, planning and other statutory requirements and to meet programme. This includes the Council facilitating access under Section 15 of the Local Government (Miscellaneous Provisions) Act 1976 if appropriate.

2.2.3.1.4 Public Realm and Infrastructure Strategy

As detailed design commences there will be ongoing engagement with key stakeholders regarding public realm design, utilities, energy and logistics for the Wood Green sites.

HDV will liaise with network utilities to confirm capacities and then develop a holistic installation plan that meets the overall programme, minimises congestion, avoids unnecessary disruption, and provides best value. Public realm design will be progressed during this stage to ensure the utilities are co-ordinated with the landscape design.

Each site will be designed with a public realm strategy, with planning commitments contributing to enhancing the linkages between these sites.

The Public Realm and Infrastructure Team will:

- Consider engaging with independent utility companies to drive value from networks installed. These companies have more freedom under the license arrangements to offer money back based on the value of the potential new business;
- Consider whether existing utilities have sufficient capacity to supply the new development and retain supplies from demolished buildings where possible;
- Design networks to specifically address programme, minimise costs of temporary works and disruption;
- Design public realm and landscaping masterplan; and
- Agree the design teams and establish relevant parameters.

The current programme assumes that all sites will be energy independent but designed with the ability to connect into a future District Energy Network if available.

Wider collaboration could also be considered in terms of public realm design and infrastructure delivery, traffic management, and logistics with Haringey Highways department. Other local developers and may consider leveraging infrastructure procurement agreements for Wood Green if value can be demonstrated.

2.2.3.1.5 New Council Facilities

A development brief is being prepared by the Council for the new Council facilities, for endorsement by Cabinet. This will include options on how the HDV may assist with delivery.

2.2.3.1.6 Forecast of housing delivery and assets under management

The Council has set out an ambitious target for housing delivery and the revitalisation of the Wood Green town centre. The HDVs proposal for Wood Green could deliver the following mix of assets.

		Market Delivered	Affordable Delivered	Commercial Delivered	Retail Delivered	Community Delivered
Date	Name	No of Units	No of Units	(m ²)	(m ²)	(m ²)
Q2 2021	LBH Civic Centre	147	97			939
Q2 2021	Wood Green Library Site Plot 4	66	19		422	
Q2 2021	Wood Green Library Site Plot 1	25	130		704	1,700
Q3 2022	Wood Green Library Site Plot 3	197		5,860	1,260	
Q3 2023	Station Road Offices Site	453	147		3,189	
Total		889	393	5,860	5,575	2,639

Table 6: The phasing of indicative masterplan for Wood Green reflects momentum with all residential homes provided with 6 years. Note: These figures do not include the new Council facilities employment space.

The Wood Green Library site has the additional potential to deliver a greater quantum of employment space, because when the indicative masterplan was prepared it was envisaged that the Crossrail 2 station would be located on this site.

		Market Delivered	Affordable Delivered	Commercial Delivered	Retail Delivered	Community Delivered
EST 2030	Wood Green Library Site Plot 2	0	0	3,790	0	0
Total		0	0	3,790	0	0

Table 7: Additional employment space that could be realised from the Wood Green Library site. Note: These figures do not include the new Council facilities employment space.

3 RESOURCE PLAN

3.1 Principles and Approach

The Wood Green resource plan will follow the governance, principles and approach, launch plan, and generic roles and responsibilities for the HDV business that are set out in the HDV Strategic Business Plan.

3.2 Proposed Structure

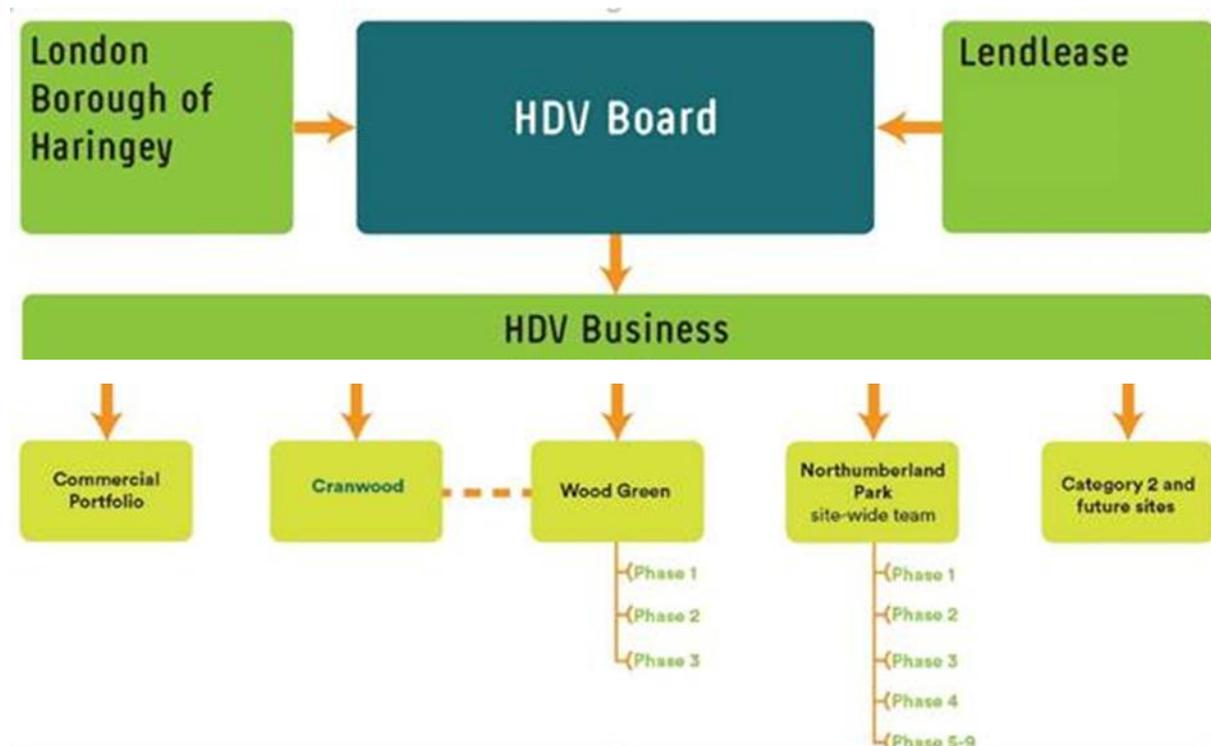


Figure 1: HDV Structure.

3.3 Roles and Responsibilities

The Wood Green team will be responsible and accountable for the day-to-day management matters of the project and will be led by the HDV Development Director and the Lead Development Manager. The draft team structure is set out in the diagram below. The team will be based at the HDV business headquarters in Wood Green. The team will flex in size as required to meet the needs of the project, as development progresses.

The HDV Project Director, will have the following responsibilities:

- Accountability for delivery of the Wood Green Business Plan;
- Leading the team to achieve the project vision and regeneration initiatives;
- Setting strategic direction for the team through masterplan, design, planning, delivery and asset management phases;
- Developing and managing key stakeholder relations including community consultation programmes;
- Meeting the objectives defined in the business plan and delivering the financial, social and economic outcomes approved in the business plan;
- Managing the efficient use of capital in delivering projects;

- Preparing monthly reports;
- Holding accountability for health, safety, quality and the environment; and
- Developing people and teams.

3.4 Professional Team

HDV will partner with the best professional teams to deliver the new town centre and mixed-use outcomes for Wood Green.

Key operational partners are detailed in the HDV Strategic Business Plan.

4 COMMUNITY AND STAKEHOLDER ENGAGEMENT

4.1 Strategy

Wood Green will adopt the HDV Business Plan Community and Stakeholder Engagement Strategy which provides a framework for embedding a 'culture of participation' across all HDV operations. At the heart is developing a transparent core narrative and messaging, and using an appropriate range of engagement tools that allow all members of the community to participate. This positions the HDV – and the Council's role – as a best-in-class example of inclusive urban regeneration.



Wood Green will adopt this strategy and as such will operate to the following guiding principles:

- **Transparent and timely:** we will operate in an open and transparent way and ensure timely delivery of project information and responses to feedback;
- **Building relationships:** we will invest in long-term relationships with key stakeholders;
- **Clarity of purpose:** we will be clear about why and how we are engaging and what the community can expect us to do with their feedback; and
- **Inclusive:** we will proactively use a range of engagement methods and opportunities to ensure the broadest range of stakeholders can participate.

For Wood Green, this approach will ensure that the community is fully informed, consulted and engaged on the extent of the regeneration, and that they are given the opportunity to share in its success, subject to legal check.

For full details on this Strategy refer to HDV Strategic Business Plan.

For further detail on the Wood Green Community and Stakeholder Engagement plan, please refer to the Appendix.

5 SOCIAL AND ECONOMIC PROGRAMMES

Wood Green will adopt the overarching HDV Social and Economic Strategy to drive social programmes, therefore responding to the HDV's social impact themes of:

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



Prior to implementing any social programmes, the priority will be to understand the needs, wants and aspirations of the current residents and adapt the emerging plans to deliver a regeneration programme that is authentic to the spirit and people of Wood Green.

5.1 Meanwhile Uses

The HDV will prioritise developing meanwhile uses to accommodate the Wood Green community's feedback from the consultation process on the adopted DPD Site Allocations document, January 2016. These priorities will include that many of the programmes, events and physical improvements can, and will be, community-led.



Examples include:

- Children's art and theatre programmes;
- Food festivals;
- Urban markets;
- Art installations; and
- Urban gardening.

Other ideas and case studies that could apply in Wood Green include:

JACKSONS LANE



JACKSONS LANE IS A MULTI-ARTS VENUE BASED IN HARINGEY WITH A PROGRAMME OF CONTEMPORARY CIRCUS, COMEDY, DANCE AND PERFORMANCE. IT HAS AN EXTENSIVE COMMUNITY OUTREACH PROGRAMME BOTH IN THE VENUE AND IN MANY TRADITIONALLY EXCLUDED COMMUNITIES ACROSS TOTTENHAM AND WOOD GREEN. PARTICIPANTS GAIN INCREASED CONFIDENCE, IMPROVED WELLBEING AND HAPPINESS, RAISED ASPIRATIONS, IMPROVED INTERPERSONAL SKILLS AND SOCIAL BONDS.

KERB

KERB is a London-based for-profit social enterprise focused on food services, entrepreneurship, and place making through lunch markets, weekend markets, and corporate/private catering. Their goals are social: for London to become more open through endorsing great food in its public spaces, for talented street cooks to have more opportunities to grow their businesses, and for Londoners to be able to have more independent food choices.



EPIC BRUM

Epic Brum was a community engagement campaign that used the crowdfunding platform Kickstarter to help raise start-up capital to launch Impact Hub Birmingham, a 6,000 square foot space that operates as a collaborative work space, event space, café/kitchen, community of changemakers, and system change laboratory in Birmingham. The Epic Brum kickstarter campaign ran for 1 month (Dec 2014 – Jan 2015) and successfully engaged 586 backers who gave a total of £65,095 to help bring the Impact Hub Birmingham project to life.



FARM-X

Farm-X is the first modular vertical farm concept. The device has been used by a social business in California, USA, which aims to create job opportunities for low-income youth by using farms in cities throughout the USA (and eventually globally). The device is not just for the production of food but for production of the city itself. Farm-X is a tool of re-activation, providing employment and energy exchange. Due to its flexible design, it can be moved or adapted to another use by removing the hydroponic equipment. Farm-X can also generate energy by processing green waste, creating a close loop between people, food, waste, and energy within the urban environment.



5.2 HDV Led Meanwhile Uses

The HDV will support the social enterprises, small businesses and artists located in the meanwhile Campus on the Station Road Offices site until the new Council facilities are delivered unlocking the Station Road Office site for development. The HDV will work with the Council and other partners at looking at options for permanent space for locally grown businesses in new developments.

In HDV's delivery programme there are limited further opportunities for meanwhile use as the programme is rapid, to deliver transformation as quickly as possible. The opportunity for meanwhile use will continue to be evaluated as the development progresses to ensure any further opportunities are capitalised on.

5.3 Social and Economic Commitments

The HDV's Social and economic commitments associated with Wood Green are set out below.

HDV IMPACT THEME:	 Enabling education, training and employment	 Empowering people to improve their own health	 Creating homes and neighbourhoods where people can thrive	 Creating a safer environment where people are proud to live, work and visit
PLACE	<p>HDV to support delivery of new Council facilities. Meanwhile Incubator space to support local business growth.</p> <p>Revitalised town centre with new Retail and Food and Beverage Space.</p> <p>Permeant Co-working and Grade A space for SMEs and creative industries.</p>	<p>Places to dwell, connect, relax and play.</p> <p>New public spaces and gardens that are connected to the larger network of parks and green spaces.</p> <p>Enhancing a network of pedestrian and cycle ways between sites.</p> <p>Grow gardens for individuals and restaurants.</p>	<p>Tenure-blind new homes, targeting 40% affordable (subject to viability).</p> <p>Creation of a new town square focused on creating social interaction and community cohesion.</p> <p>Support of Community facilities.</p> <p>Provision of Meanwhile Use spaces.</p>	<p>Secure by Design principles incorporated throughout masterplan design.</p> <p>Increased permeability and connections between High Road and Cultural Quarter to activate streets and increase footfall.</p> <p>Adoption of Lendlease Design for Dignity Principles.</p> <p>Support a night time economy with new restaurants and entertainment.</p>
PEOPLE	<p>Local business, Haringey Council, unemployed, job seekers, young people.</p>	<p>All residents, children and young people.</p>	<p>All residents, senior residents and residents with disabilities.</p>	<p>Local business, all residents.</p>
PROGRAMMES:	<p>Join Wood Green Business Forum and support creation of Business Improvement District.</p> <p>Local enterprise support – business mentoring to start-ups and SMEs</p> <p>Invest in local labour using the HDV Skills and Employment Hub:</p> <ul style="list-style-type: none"> For information on the above programmes refer to HDV Strategic Business Plan, eg: Social and Economic Benefits, TEM and school engagement . 	<p>Support HDV Healthy Food and Movement and Activity Strategies – holistic HDV programmes targeting increased activity and improved access to healthy food. As a minimum Wood Green will adopt HDV’s healthy food leasing standard across the new restaurant offer.</p>	<p>Wood Green residents and visitors will be able to participate in design and delivery via:</p> <ul style="list-style-type: none"> Interactive web and online tools – provision of all residents with access to information and a digital platform to engage with the HDV and partners; Co-design workshops – community and stakeholder design forums and exhibitions, including Design for Dignity workshops; and Outreach – mobile and pop-up community spaces e.g. Community Hub, use of digital. <p>Join Wood Green Business Forum and support creation of Business Improvement District.</p>	<p>Place Score – a community consultation and place benchmarking tool that will baseline and monitor perceptions of Wood Green.</p> <p>Be Onsite – niche employment for currently serving prisoners or ex-offenders.</p>
WOOD GREEN COMMITMENTS:	<ul style="list-style-type: none"> Dedicated Business Liaison Officer to the HDV; 100% London Living Wage during construction; 620 local people employed, 50% previously unemployed, 25% sustaining>6months, 50% BAME; 15 ex-offenders employed; 83 apprenticeships; 300 children in STEM programmes; 30 teachers in STEM training; and 40 businesses mentored. 	<ul style="list-style-type: none"> Adoption of healthy food strategy by HDV retailers; and 10% increase in the number of residents who walk regularly; and 10% increase in the number of local residents who frequently cycle. 	<ul style="list-style-type: none"> Provision of in-house expertise to support Business Forum and BID activities; Wood Green Community Charter; and Design for Dignity workshops to held for all plots. 	<ul style="list-style-type: none"> Residents and Visitors safety perception baseline of Wood Green town centre with routine monitoring throughout construction and for a 2 years’ post completion; 15 ex-offenders employed (construction or end use); and Support creation of BID.

6 PROCUREMENT

The HDV Strategic Business Plan explains in detail HDV's proposed overarching approach to construction and the necessary procurement processes. Given the town centre location, and the scale and scope of the development, the preferred procurement structure will need to ensure that risk is managed effectively in a coordinated approach, particularly concerning transport and logistics challenges.

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

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

The Construction procurement route will be in line with the agreed Contractor Framework Procurement Plan and adhere to the stated construction split and implementation of the Contractor Framework Agreement.

7 LAND ASSEMBLY

A Land Assembly Strategy is included as an Appendix.

8 PLANNING STRATEGY

The HDV's regeneration of Wood Green will support the delivery of borough-wide strategic planning objectives, and the Council's transformational change agenda. The policy framework includes the London Plan, the Local Plan and, in particular, the emerging Wood Green Area Action Plan (AAP) and other relevant guidance.

The HDV will work in partnership with the local planning authority and the GLA to test and shape future planning policy. This will ensure a strategic approach is adopted that realises the full potential of the Wood Green regeneration agenda.

Unless otherwise specified in this document, Wood Green will consistently follow the HDV strategic approach to planning that is set out in more detail in the HDV Strategic Business Plan; please refer to this plan for details of the overarching approach for developing a planning application and ongoing management of the planning process.

In this Business Plan, we set out aspects of the Wood Green scheme that are anticipated to require specific attention in the planning process.

8.1 Wood Green Area Action Plan

The Council is currently developing a Wood Green Area Action Plan (AAP) to guide development and investment decisions and to set the platform for planning considerations in the area. Public consultation on four potential options was completed in spring 2016 to get feedback and determine preference on the scope of changes the community and other stakeholders wanted to see in Wood Green. This informed the Regulation 18 Preferred Option Consultation Draft February 2017 that has been consulted on in Q4 2017. A final Wood Green AAP is expected to be adopted in early 2018.

This Business Plan was prepared on the basis of the Wood Green AAP Issues & Options document 2016 which was current at the time. The latest policy documents will be used to inform design development in the next stage.

8.2 Existing Civic Centre Site Planning Approach

The heritage and planning sensitivities associated with the site given its location within the Trinity Gardens Conservation Area, and existing locally listed building are appreciated and HDV has therefore considered multiple options. These options include retention, partial retention or demolition and new build.

The indicative masterplan presumes demolition of the existing building on the basis of the public benefits which include the delivery of many more new mixed tenure homes (including affordable housing), the inclusion of new bespoke community floor space, high-quality public realm and a major contribution to the Council's regeneration objectives for Wood Green very early in the programme. In accordance with National Planning Policy Framework, on the basis of design work prepared during the bid process we believe that these significant public benefits outweigh any perceived harm associated with the loss of the existing building.

The specific planning benefits could include:

- The preferred option will deliver 244 new high-quality homes, contributing directly to housing needs and the Council's housing targets;
- A target of 50% affordable housing (by habitable room);

- A dwelling mix ranging from studios to four bedroom units, resulting in a balanced community, and places for families;
- Exceptional architectural quality, setting the design standard for the HDV;
- Provision of a policy-compliant approach to cycle parking spaces and a parking ratio of 10%, balancing sustainable transport objectives with minimised on-street parking impacts in neighbouring roads; we propose a s106 clause to restrict residents from obtaining on-street parking permits; and
- The delivery of 'Zero carbon' homes, in accordance with the Housing SPG.

However, the HDV will work collaboratively with the Council and local community stakeholders to refine the proposals and optimise the potential of the site following formation of the HDV as the planning process progresses. Options for retention, partial retention and full demolition will be further reviewed and evaluated against the public benefit coming from each solution.

8.3 Station Road Offices Site Planning Approach

The HDV's proposal for the Station Road offices site seeks to optimise the potential of developing tall buildings as reflected in the draft Wood Green AAP Preferred Option Consultation Draft February 2017. The indicative masterplan additionally seeks to create the site as a 'gateway' to the northern end of the Wood Green High Road, strengthening pedestrian connectivity towards Alexandra Palace whilst delivering new homes, jobs and quality retail offer, contributing significantly to the regeneration objectives.

The site's location opposite Wood Green station and at the junction of this key north-south / east-west movement corridor makes it appropriate in townscape terms to create a carefully planned cluster of taller buildings ranging from 36 to 16 storeys, announcing the northern gateway to the Metropolitan Town Centre and beyond. In accordance with London Plan Policy 7.7 and Haringey Strategic Policy SP11, the proposed tall buildings for Station Road will demonstrate the highest standards of architecture, materials, sustainability, public realm, legibility, permeability and place making. The proposals will positively evolve through the planning process in detailed dialogue with the Council, community and GLA planners.

HDV will also engage proactively with the AAP as it moves through the process towards adoption and refine proposals to reflect AAP policy. The result of these proposals will be a defining new skyline for Wood Green, making the most of the location opportunity and confidently announcing the transformational change envisaged, and securing Wood Green as the rightful heart of Haringey.

The specific planning benefits could include:

- New retail, leisure, food and beverage floor space, enhancing the catering offer and night-time economy in response to the wider vision objectives for Wood Green town centre;
- 600 new high-quality homes, contributing directly to housing need and the Council's housing targets;
- Approximately 32% affordable housing (by habitable room), (note the HDV will deliver an aggregate of 40% of affordable housing across the three sites);and
- A dwelling mix ranging from studios to four bedroom units, resulting in a balanced community;

- Provision of a policy-compliant approach to cycle parking spaces and a parking ratio of 10%, appropriate to this highly sustainable location (HDV will propose an s106 clause to restrict residents from obtaining on-street parking permits);
- The delivery of 'Zero carbon' homes, in accordance with the Housing SPG;
- A hierarchy of building height, with exceptionally designed tall buildings opposite the station, in the location envisaged in the AAP; and
- A masterplan that future-proofs the ability to integrate potential future development on the Arriva bus garage site.

8.4 Existing Wood Green Library Site Planning Approach

It is understood that the AAP and the strategic approach to building heights on this site are subject to ongoing review in relation to views to Alexandra Palace. The HDV will take a flexible approach, working in partnership with the Council's regeneration and planning officers to refine the proposals as the policy evolves.

The specific planning benefits could include:

- The proposals for the Wood Green Library site will create the new heart of Wood Green, bringing the indicative masterplan together by creating a new public town square and linking the High Street, the essential new east-west route to the new council facilities;
- Over 5,860 sqm (GEA) of new office, 2,400 sqm of retail and food & beverage floorspace, contributing to the wider vision objectives for Wood Green town centre;
- 437 new high-quality homes, contributing directly to housing need, and the Council's housing targets;
- Circa 42% affordable housing;
- A dwelling mix ranging from studios to four bedroom units in a balanced mix appropriate for town centre living;
- A carefully considered approach to servicing, not only within the site but also the implications for the neighbouring Mall; and
- The delivery of 'Zero carbon' homes, in accordance with the Housing SPG.

A hierarchy of building height which has been set back from the High Street, in the location currently envisaged in the draft AAP.

The HDV will be working alongside Haringey Planning Officers for the next 20 years, therefore a collaborative relationship is integral to success. Working styles and meeting structures will drive an efficient 'one team' spirit and shared outcomes. There may be conflicting drivers between planning policy, local community objectives and the Council's property interests; where this occurs HDV will drive optimal outcomes that balance the interests of all parties.

The strategy for Wood Green will be to submit a Detailed planning application for the individual sites, which will establish architectural approach, materials, exact height, use, appearance, layout and design for each phase.

Planning Performance Agreements (PPA) will be agreed with officers to lock in the agreed planning strategy objectives, milestones, programme and officer resource. In addition, HDV will negotiate S106 Agreements alongside the initial planning applications such that they can be executed on planning determination.



The table below shows the high-level tasks and responsibilities that will be included in the programme in relation to our planning approach to unlock the project and enable delivery of subsequent phases:

TASK	RESPONSIBILITY	
	HDV	THE AUTHORITY
1. START-UP		
Agree project requirements including Business Plan and Masterplan design brief	Mobilise team, prepare project requirements, roles and responsibilities, financial model, funding strategy and delivery plan	Agree Business Plan and Masterplan design brief within the HDV
Detailed Application for Civic Centre Site and Library Site	Prepare strategy and documentation	Agree strategy for detailed application
Community Hub for community engagement and consultation	Set-up and staff Hub	Agree location
Identify options for land not designated for construction	Identify potential meanwhile uses	Agree locations and uses
2. LOCAL ENGAGEMENT AND CONSULTATION		
Agree Community Engagement Plan	Develop Plan	Agree Plan and responsibilities
Consult with the local community and existing businesses	Share vision for Wood Green	Authority to participate in consultation
3. DESIGN FOR DETAILED APPLICATIONS		
Design workshops	Hold design workshops with the integrated team (architects, designers, cost planners, construction, etc) ensuring design to cost	Involvement in design workshop and pre-application meetings
Engage with stakeholders	Development Team to engage with the Authority, utilities, GLA, local businesses, TfL, etc	Planning, Highways
Produce supporting information for planning application	Development Team to prepare reports, plans, Environmental Impact Statement etc	
4. PREPARATION OF DETAILED APPLICATION		
Community consultation	Development Team	
Agree planning application	HDV Development Director	
Prepare and submit planning application	Development Team	Planning Department
Obtain detailed consent and agree S106	Development Team	Planning Department
5. OBTAIN VACANT POSSESSION OF CIVIC SITE AND LIBRARY SITE		
Agree strategy and timetable for obtaining vacant possession	Prepare strategy and timetable	Authority
Engage with all third party land owners and tenants	Business Support Officer	Assist with coordinating this engagement
Private Treaty negotiations for third party land or prepare CPO strategy and documents	Land assembly preference by private treaty	
6. DETAILED DESIGN FOR PHASE 1		
Develop detailed design (housing and new library site), design and construction phase plans, hold	Development and Design team	Review planning obligations and programme

9 DESIGN CONTROL

The HDV will implement a rigorous design control process at Wood Green to deliver the design strategy set out in the place making section of this Business Plan. This will control the full lifecycle of the regeneration programme, ensuring cost certainty and viability, quality of product, safety, sustainable outcomes, buildability and value optimisation.

These design control processes are based on the proposed HDV governance and design processes that are set out in more detail in the HDV Strategic Business Plan. This ensures that design is developed in line with the HDV vision and requirements, to the project budget, and the agreed business case.

9.1 Control Measures

[REDACTED MATERIAL]

9.2 Technical Approvals

The HDV will require approval from a number of statutory bodies and technical stakeholders during the regeneration programme. We will ensure that a Technical Approvals Tracker is implemented documenting the key deliverables and associated milestones against all approvals needed for each part of the regeneration.

Approvals that are anticipated to be required for Wood Green include:

- Planning: planning performance agreements will be established with the Council's officers to assist with the planning application process;
- Building Control: a Building Control body will be appointed early in the process, either the Council's own department or an approved inspector;
- Highways agreements: HDV will work with the Council's highways officers and TfL to achieve necessary highways approvals which are particularly important given the transport hub nature of Wood Green;
- Residential Warranty Provider: HDV may leverage Lendlease's existing relationship with NHBC;
- Secure by Design: HDV will work with the local crime prevention design advisor;
- Accessibility: Audit of all proposed designs;
- Wood Green Energy Provider: early engagement to ensure a robust low carbon solution, and a co-ordinated technical design for the district heat network;
- Utility companies: HDV will work with Thames Water and other providers to secure the necessary statutory permissions for connections to, and upgrades of, the utility infrastructure. For the LBH Civic Centre site, this is likely to include surface water attenuation coordination;
- Crossrail: HDV will work with the Council and Crossrail to ensure the Crossrail 2 requirements are accommodated and any oversite development is complementary to Crossrail's requirements;
- TfL and London Underground: HDV will engage with transport authorities, ensuring that the proposals take into account the Piccadilly Line tunnels which run near the sites and the local bus routes given the importance of the location of the sites along the High Road; and
- The Council: There is the opportunity for the HDV to work with the Council (Library, Customer services, HALS, HEST) to develop design proposals for the new Council

facilities that enhance the current offering, ensuring a seamless move process into the new facilities and any temporary facilities.

9.3 Cost Management

The HDV Strategic Business Plan outlines a detail and robust process for managing cost by employing a strict 'design to cost' ethos and through the use of internal and external cost planning resources, ensuring the design properly responds to the brief whilst delivering to the agreed budget. Cost plans will be produced at all project design stages and approved at all governance gateways. Changes to the project cost plan will be reported and managed via a strict change control process ensuring risks and opportunities are identified, managed and addressed as appropriate. An HDV Board member will be appointed to sit on the change control board.

Early in the design process and prior to seeking formal tenders from main contractors or supply chain, the team will undertake market testing exercises for the majority of the packages, together with robust internal and external benchmarking across all the key design packages to ensure design, scope and cost are within plan. This will help ensure significant cost certainty prior to going out to formal tender. If any cost pressures are identified, the HDV management will take informed decisions in relation to value engineering to ensure the project remains within budget.

10 CONSTRUCTION

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

10.1 Approach

HDV's management of the construction of the Wood Green transformation will follow the overarching approach set out in the delivery section of the HDV Strategic Business Plan.

At Wood Green, the HDV will establish a logistics co-ordination group, responsible for co-ordinating all construction logistics to minimise disruption to local businesses, given the sites are located on a busy High Road. Particular focus will be placed on co-ordinated logistics plans, defined delivery routes, pedestrian and cycle safety, hoarding lines, crane movements, and effective co-ordinated communications with the local community. The scale of the project allows the HDV to consider innovative and ambitious approaches, such as the use of cross laminated timber and modular construction, with the aim of driving programme efficiencies.

10.2 Phase One

It is currently envisaged that Phase One at Wood Green will be the delivery of the new Council facilities, providing new Council office space, democratic space and a new library. The overall approach for how the HDV could assist the Council in the delivery of their proposed new facilities is separately detailed in an Appendix to this Business Plan.

10.3 Public Realm and Infrastructure

The public realm and infrastructure team will manage and deliver the infrastructure for each Wood Green site, including enabling and survey works, through a construction management contract. It is expected that this will be procured with Lendlease Construction (LLC), through the Contractor Framework Agreement.

LLC will procure and manage the sub-contractors as a service to HDV, who will retain approval rights over procurement strategies, and selection of sub-contractors. Ongoing detailed engagement with network utility providers and strategic infrastructure programme management will remain with the HDV Public Realm and Infrastructure Team who will also, with the support of LLC, be responsible for the following aspects:

[REDACTED MATERIAL]

10.4 Phases Two, Three, and Four

Phases two, three and four will be the HDV's delivery of the existing LBH Civic Centre site, Wood Green Library site and Station Road Offices site. All three of these sites are situated along the High Road in prominent locations, where safety of and minimise disturbance to local residents, retailers and businesses will be of primary importance. These sites, especially the Wood Green Library and Station Road Offices sites, will be a complex logistical challenge as they involve the delivery of tall buildings on a constrained town centre site, adjacent to busy pedestrian and strategic transport routes.

LBH Civic Centre site The indicative masterplan for the LBH Civic Centre sites organised in four phases allowing for sequencing and flexibility with the programme.

As a predominantly residential scheme the HDV could implement a range of sustainable and cost effective modern methods of construction such as bathroom pods, prefabricated risers and potentially non-volumetric modular systems such as Cross Laminated Timber, SIPS or modern cassettes.



Figure 10.4.1 Indicative construction sequence for the LBH Civic Centre Site.

Wood Green Library site The indicative masterplan proposal for this site is configured in four blocks which will allow for flexibility in phasing and sequencing. The tallest tower located next to the High Road could be a conventional reinforced concrete frame approach, while the lower rise buildings on Caxton Road may adopt a more modular approach.



Figure 10.4.2 Indicative construction sequence for the Wood Green Library Site including meanwhile use location.

Station Road Offices site The indicative masterplan for the site is configured in seven blocks over a podium with the tallest towers to the east adjacent to the Wood Green tube station and the lower rise buildings proposed to the west. The sequencing could be arranged so that the lower rise buildings could be built and delivered earlier.



Figure 10.4.3 Indicative construction sequence for the Station Road Offices Site.

11 HANDOVER AND OCCUPATION

The HDV may implement sector specific processes for completions and handover, reflecting the mixed-use nature of Wood Green, to achieve the goals of the Business Plan and ensure:

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

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

11.1 Residential Handover

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

[REDACTED MATERIAL]

HDV may implement key quality-control tools throughout the construction period and into aftersales and aftercare including:

- A robust apartment benchmarking process for each tenure;
- An in-depth fit-out and commissioning witnessing and checking regime;
- A clearly defined process for Practical Completion;
- A strategic customer-engagement strategy, commencing at point of sale and continuing post-completion to gather feedback; and
- A rigorous aftersales team to ensure prompt close out of defects and feedback gathering on customer satisfaction.

11.2 Retail Construction and Handover

Retail, in particular restaurant tenants on the Station Road Offices and Wood Green Library sites, are an important part of place making for these sites. Identifying a tenant mix that creates the right balance of well-known names with unique and local characters will be an important first step.

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

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

11.3 Commercial Office Construction and Handover

The commercial office spaces in the Wood Green town centre are planned to be a combination of Grade-A space for SMEs, co-working spaces and incubator spaces, offering a fit for businesses in every stage of their lifecycle.

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

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

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

12 SOCIAL AND PHYSICAL INFRASTRUCTURE DELIVERY

12.1 Social Infrastructure - The Council Facilities

12.1.1 Introduction

The Council is seeking to relocate the Council offices and Library (including customer service centres, HALS and HEST) to create new council facilities within the Wood Green Cultural Quarter.



The Council is currently undertaking a Future Ways of Working Programme that will help to achieve the vision of using people, process, technology and place to create the best future-fit solution for the council facilities.

The Council's key aims for the relocation are as follows:

- To consolidate existing accommodation to reduce operating costs and enable investment in other services;
- To create modern, fit-for-purpose and cost-effective workspaces and facilities to enable staff to work more productively, flexibly and collaboratively;
- To present a single, easy-to-access place for the public to engage with the Council and its services;
- To encourage footfall away from the High Street, creating depth to the currently narrow retail strip and assist in anchoring other commercial uses in this zone;
- To create a building providing circa 14,250 m2 of accommodation split between office, library/OSS and democratic space; and
- There is the opportunity for the HDV to support the Council in the delivery of the new Council facilities.

The HDV development programme for the three sites assumes that the new Council facilities will be completed four years after the formation of the HDV in order to allow the existing Station Road Offices site and the Wood Green Library site be redeveloped.

The HDV will work with Council to establish how best it can support delivery of the new Council facilities. This could include HDV developing the site (with an associated land transfer), or HDV providing development management or construction management services. Council will determine via Cabinet decision on whether this or alternative delivery options are preferred.

12.2 Physical Infrastructure Delivery

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

- LBH Civic Centre site: partially within a "critical drainage area" and local policy requires stricter controls on surface water discharge through measures such as attenuation or sustainable urban drainage. Coordination of landscaping and utilities to suit the place making objectives, defining utility-free corridors and areas for tree planting, below ground attenuation and other landscape element features will therefore be important to ensure both efficient delivery and subsequent operation of the site;

- Station Road Offices site: with its extended podium, it will need to ensure that plant rooms for incoming services are carefully located to avoid detracting from the place making objectives whilst also ensuring the necessary access. Physical infrastructure that will also be important for this site includes adding dedicated cycle lanes on Station Road and landscaping along the street edge to make the area more attractive as well as to protect the outdoor seating areas of the new restaurants; and
- Wood Green Library site: infrastructure design will reflect the wider place making objectives by carefully considering the provision and design of planting, lighting, power and data (publicly accessible high-speed Wi-Fi, for example, has been shown to help generate footfall) such that the new public space can be flexibly used for events, pop-up markets or food stalls.

Overall coordination by the HDV public realm and infrastructure team for Wood Green will ensure that the required infrastructure is successfully implemented to meet place making objectives while also minimising disruption to local businesses and retailers during construction.

13 ESTATE HOUSING AND ASSET MANAGEMENT

13.1 Management Structure and Roles and Responsibilities

The HDV could create a mixed-tenure, new quarter of London, including housing, commercial, retail and community facilities for a diverse community. This is an opportunity to create a vibrant place, which will require a cohesive management solution that provides a consistent approach across the estate, tailored to the specific intensity of uses, budgets and management requirements of the disparate uses, within each character area of the Estate.



The HDV will retain a long-term interest in the management of the development to capitalise on the long-term value created, and ensure a robust management regime is applied for the long term.

The management structure will comprise of the following:

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

The overarching HDV legal set-up for the management structure is included in the HDV Strategic Business Plan.

To support the long-term strategy and delivery of services, it is envisaged that an overall Wood Green Management Company (Estate Manco) will be established. This will be a limited company with a Board comprising residential representatives from each of the three red-lined sites, retail representatives, commercial representatives, the Council, and other appropriate statutory stakeholders. The three sites will have a combined management company to benefit from economies of scale, however, each will also have a sub-committee for the individual sites in order to facilitate making the best decisions for that particular site.

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

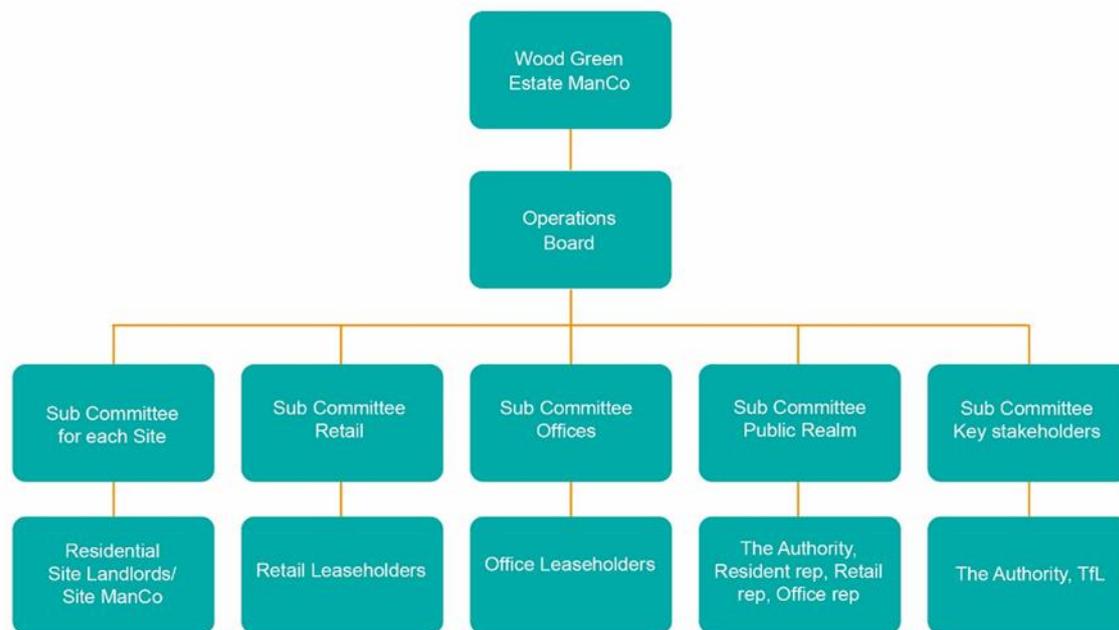


Figure 2: Indicative potential legal structure for the Wood Green Estate Management Company. (Note: This is one option; it could also be set up as individual Estate Management Companies for each site at Wood Green, with an overarching Steering Group to ensure consistency in quality and maintenance standards, whilst ensuring benefits of operational cost efficiencies).

A hierarchy of sub-committees and management companies will be created below the overall Estate Manco to manage the public realm and common areas, plots and buildings on each site. The sub-committees will be made up of representatives from local residents and businesses, who will make decisions affecting services unique to that area and the charge for those services.

13.2 Managing the Sites

The Wood Green sites comprise of a mix of existing adopted, and new un-adopted, highways and public spaces.

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

- On-site estate operations manager;
- Landscape maintenance;
- Litter picking and sweeping;
- Planned and unplanned maintenance;
- Events and enlivenment;
- Parking enforcement; and
- Security.

These services will be delivered through a shared estate-services team that will work across the sites. This will provide cost savings by having a roaming cover and offers a recognisable branded estate who will be part of the community-engagement activities.

The market residents will benefit from enhanced estate-management services that will include:

- Key and package holding;
- Dry cleaning;
- 24-hour concierge facility; and
- Private amenity space in some buildings.

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

13.3 Service Charges

It is vital for the long-term sustainability of the regeneration that facilities are designed to ensure the associated management and maintenance services can be delivered for affordable charges. Further detail is included as an Appendix.

13.4 Employment Space Management

The employment space, particularly around the new town square and the restaurants along Station Road, and the public realm will be the key to enlivening the new Wood Green town centre. These spaces are where residents and visitors will experience the transformation and shape their view of Wood Green. It is crucial that not only are these spaces well designed and constructed, but that ongoing, pro-active management will be maintained to ensure that the build quality and values are maintained in the long term. Tenants will be obligated to maintain and manage their units, and a pro-active management policy, including regular monitoring and inspection by the managing agent will ensure that lease obligations are fulfilled and the asset is being properly maintained.

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

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

The town square, as the heart of the Wood Green town centre as well as all of Haringey, could be a vibrant gathering point for the community and will host a range of programmes and special events. Not only could the commercial units be responsible for contributing to the estate charges, there is the possibility to levy a higher proportion of the Events and Enlivenment budget against the commercial schedule given the higher intensity of use from events and retail uses, and ring-fence this contribution. The commercial units could benefit from the increased footfall and area profile that such initiatives will bring and this approach will ensure that the budget is protected on a long-term basis, bringing increased benefits to the estate and protecting the value of the units themselves.

The retail occupiers in particular could be actively encouraged to participate, sponsor and curate events and initiatives outside of what is delivered through the Events and Enlivenment budget. Liaison between the Estates Team and the commercial occupiers will

be of the utmost importance in order to secure funding and sponsorship arrangements. This will again rely on pro-active management by the Managing Agent and Estate Team.

13.5 Approach to Servicing and Waste Management

In all communities, service and waste-management arrangements are crucial, particularly on mixed-use schemes, and HDV value how important it is to have a coordinated approach.

The Wood Green indicative masterplan assumes that where possible all servicing will be undertaken 'on street' from specially designated bays, and that waste from residential buildings will be collected by the Council's own waste services, whilst retail and commercial uses will have a separate commercial arrangement, coordinated through the Estate Management Team. Refuse stores will be provided within the drag distances permitted for each operator. Due to the nature of the town-centre location, specifically on the Wood Green Library Site, a detailed servicing and waste-removal strategy will need to be undertaken during the detailed design phase in order to coordinate a workable solution in the confined area.

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

13.6 Asset Management Strategy

HDV will consider a range of long-term options for these assets, including models where HDV would have a long-term hold position. Several options are considered in the HDV Strategic Business Plan. The initial assumptions on asset management responsibilities for Wood Green in this Business Plan are set out in the table below.

Area	Description	Owner/Asset Management Responsibility
Adopted Roads	The roads adopted by the Council	Haringey Highways
Non-Adopted Public Realm	The remainder of the public realm	HDV Estate Management
Residential	The residential buildings	Affordable or PRS owner or residential management company for private
Offices/Co-working	The office spaces	Commercial owner
Retail	The retail and restaurant spaces	SPV for building ownership and management
Council facilities	New council offices and library	The Council

Table 13.6.1 Possible Asset ownership strategy

The Asset Management Strategy will be reflective of the final ownership strategy for assets as referenced in the HDV Strategic Business Plan.

14 MARKETING, SALES, LETTING AND COMMUNICATION STRATEGY

14.1 Strategies

Home prices, as well as residential, office and retail rental rates, continue to climb in London Zones 1 and 2, making them unaffordable for many. The next wave of activity will be a push into Zone-3 areas such as Wood Green, which are more affordable and still have relatively quick travel times to Central London. The addition of Crossrail 2 to Wood Green will intensify this activity. This represents a great opportunity for the new Wood Green town centre to commercialise on the growing interest in all sectors to drive the regeneration.

This is becoming evident in the residential sector where several new housing developments are being planned south west of Wood Green. In the office sector, co-working space providers as well as companies in the creative and digital fields are looking for more affordable spaces in areas such as Wood Green. In retail, and particularly in the restaurant sector, agents are reporting that as soon as Wood Green can provide space for a cluster of restaurants with outdoor seating in a safe and attractive environment, Wood Green will be high on the list of next sites for many restaurant chains.

Marketing homes, office and retail space in the revitalised town centre will centre on the following competitive advantages:

- Creative place where exciting things happen;
- Vibrancy and quality of its public spaces, including the new town square and future-fit library;
- Wide provision of services, including retail, catering and leisure;
- Sustainable, high-quality, tenure-blind homes at all price points;
- A diverse mix of cultures contributing to and celebrated in the community;
- Proximity and quick transfer to central London via the Piccadilly Line, future Crossrail and numerous bus lines;
- Access to local jobs - in particular, to the creative industries;
- Quality of architecture and public realm;
- A place that respects the environment; and
- Overall quality of the development.

There are few places in the London area today that are still affordable, enjoy good transport links to Central London and to the North, offer historic features and village characteristics, while retaining a modern town centre with vibrancy and buzz, and offer multiple green spaces and cultural places.

14.2 Residential Strategy

14.2.1 Market Homes Strategy

There is currently an under-supply in Wood Green of high-quality new homes. Although there is a significant pipeline of forthcoming schemes, there is not nearly enough to meet the growing demand for high-quality, sustainable homes located in vibrant and safe communities with good transport links to Central London. Pipeline developments in the area include:

- Fairview Homes – Steel Stockholders Yard;

- St. William – Haringey Heartlands;
- Hadley Property Group – Hawes & Curtis Outlet;
- Mental Health Trust – St Anne’s Hospital;
- Simon Oliver Homes – Lawrence Road;
- Noble House Properties – Cross Lane Ind. Estate; and
- White Hart Lane Phase One.

The HDV will set the highest standards of quality, innovation and sustainability.

[REDACTED MATERIAL]

The HDV is committed to providing purchase and rental opportunities to all. Measures proposed to prioritise local sales and marketing includes a commitment to the standards set out in the Mayor’s Concordat and HBF charter, which protects the marketing of homes to local buyers first.

14.2.2 Target Market

The target market for housing sales include:

- First time buyers;
- Up-sizers;
- Bank of mum and dad;
- Purchasers coming out of rented – likely to be their second purchase and have a larger deposit investors;
- Seasoned / portfolio investors;
- Singular investor purchasing for their long-term security; and
- Investors drawn to areas for regeneration capital appreciation.

14.2.3 Affordable Housing Strategy

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



This Business Plan supports the Council’s ambition to deliver higher levels of affordable housing. Not only does it assume the overall provision of 40% affordable housing, subject to the financial viability assessment that will accompany the detailed planning application, but it also assumes a target of 50% in the LBH Civic Centre site, will be affordable housing. HDV Strategic Business Plan sets out the approach.

The affordable housing offer includes a mix of rental and ownership tenures targeted at various income ranges that will enable an inclusive and balanced community to develop. The mix is flexible to change with the specific needs of existing households that will become apparent during consultation. The revenue assumptions for the affordable housing are set out in detail in the Commercial Funding and Finance section of this Business Plan.

Funding sources for initial affordable housing will be sought during the launch phase of the project, and regularly reviewed during the lifecycle in the context of policy changes.

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

14.2.4 Private Rental Sector (PRS) Strategy

The new housing to be provided presents a great opportunity to cater to the large demographic renting in Wood Green today by providing a quality product that is professionally managed within a vibrant, town-centre location.

The HDV can use PRS to quickly create place, given there is no need to allow for sales absorption. In this Business Plan PRS is proposed on the LBH Civic Centre site and part of the Wood Green Library site. This will accelerate the delivery new homes, assisting to establishment of the town-centre while also creating greater footfall.

PRS is still in its infancy in London, and in comparison, with then Open Market Sales (OMS) section above, there are very limited comparable PRS developments within Haringey to inform the Wood Green assumptions.

Therefore, in addition to analysing local competitor rental prices, a broader pan London approach has been taken. Please refer to the Strategic HDV Business Plan for the PRS strategy.

14.2.5 Employment Space Strategy

It is well documented that London has an under-supply of affordable office accommodation, particularly of stock appealing to growth sectors such as technology businesses and small- and medium-sized businesses. Wood Green, as well as Haringey, is not currently recognised as a Greater London office location and so in order to thrive, it will need to establish a unique selling point, and this can be achieved in the shape of strong business clusters. Companies that hold innovation and collaboration as core to their strategic plan typically cluster in certain business locations.

The success of The Chocolate Factory, which provides workspace for approximately 500 people including 200 artists, and the Green Rooms Hotel, which provides residence accommodation, illustrate the demand for space from the art, film and multimedia sectors. By targeting the arts and innovation sector for the first commercial office building, Wood Green will be able to build on its reputation as a new cluster destination for the creative industry.

The first office building, with its 2021 completion date, creates the opportunity to provide 'accelerators' and 'incubator' facilities of up to 20,000 sf to attract start-ups in order to foster entrepreneurship.

Collaboration clusters is a key component of the success of Kings Cross and London's 'Silicon Roundabout' where many small businesses have thrived, and technology companies have risen from 15 to 5,000 in just five years. Analysis of co-working members across Central London shows that 51% are in the tech and digital sector, 21% are in the communications and media sector, and 10% are in the creative sector. This means the majority of demand for flexible working is currently coming from the type of businesses that will consider non-core areas like Wood Green. Half of businesses from the tech, creative and new media sector leasing Central London offices in 2015 have taken space in sub-markets outside the City of London and the West End, preferring to locate in more fringe areas.

The office space on the Library site will appeal to local SME occupiers based in The Chocolate Factory or the first phase co-working space inhabitants that are relatively well funded and staffed, and in need of larger, affordable premises. However, a wide range of

commercial floor space should also be offered to encourage new businesses to locate in Wood Green, delivering a diverse range of businesses.

14.2.6 Retail Strategy

Agent research has identified that some key retailers currently have a negative perception of Wood Green. Many operators who currently trade successfully, such as H&M, Primark and Next, would benefit from upgraded, right-sized stores. Other operators, such as Topshop and River Island are interested in relocating and upsizing, however, the current landlords may not be prepared to undertake the highly-incentivised transactions necessary to secure them. These tenants are best situated on the High Road and not within the HDV red-lined sites, however, the HDV, as a key stakeholder in the town centre, will take an active role in working with these 'core' retailers and landlords to find a fit for them in Wood Green. Smaller operators who may also be interested in Wood Green, such as Kiko, Smiggle, Pandora and Accessorize, could help provide an uplift in the current retail offer.

The key area lacking in Wood Green currently is good catering provision. Analysis shows demand from well-known family brands could not only provide better food options for families and cinema-goers, but would also provide a base to attract other desirable food and beverage brands. Wood Green does not currently provide an environment to attract better operators, which require pleasant, secure outside areas and an area in which operators can cluster and create a 'quarter'.

The Wood Green Library site, with its High Road frontage, potential proximity to the future Crossrail station and the Mall and other major retail tenants, offers an opportunity to address the local catering shortfall while providing the necessary food options and places to dwell that will meet the modern shoppers demand for a shopping 'experience'. This restaurant cluster will focus more on 'grab-n-go' and fast casual tenants.

The Station Road Offices site, with its proximity to the Wood Green underground station and its connection to Alexandra Palace, will provide another restaurant cluster focused more on sit-down dining options, with a strong emphasis on both indoor and outdoor dining. The LBH Civic Centre site, with its more residential and local feel, will be best suited for a local café or coffee shop that will be an amenity to the residents.

While the security of rental income is important, the HDV will approach the retail tenant mix with a focus on securing a mix that balances an economically viable solution and a strong place making solution that includes unique tenants to make Wood Green distinct.

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

15 HEALTH, SAFETY AND WELLBEING

The HDV will benefit from Lendlease's focus on operating incident and injury free, which is embedded in every stage of the project from investment to management through Lendlease Global Minimum requirements (GMRs). Please refer to the HDV Strategic Business Plan for more details on the overarching approach and methodologies to support health, safety and wellbeing.



For Wood Green, an overall health, safety and wellbeing plan will be developed, followed by individual site level plans, as set out in the diagram below:



Figure 3 Health, Safety, and Wellbeing Plan structure.

The plans for Wood Green will reflect the site locations within a busy town centre, located adjacent to a busy High Road, active Underground rail lines and operating businesses. Key aspects of the plan include:

- Identifying and mitigating the key issues in delivery operations within a busy town-centre location, including:
 - Establishing liaison protocols and developing a strong relationship with local businesses and other key stakeholders such as Police, Town Centre Manager and Council Highways;
 - Traffic management and marshalling plans;
 - Logistics timing and phasing (just-in-time deliveries) to avoid compounding existing congestion and limiting access for retailers and businesses;
 - General noise, dust abatement and air-quality mitigations and methodologies;
 - Site set-up and design to keep construction safe, secure and properly demarcated from public pedestrian, cyclist and vehicle traffic;
 - Consideration of coordinated site logistics across the sites and the use of off-site consolidation; to incorporate other developers where appropriate; and
 - Consideration of construction and materials methodologies in design that allows for reduced logistics and programme (prefabricated elements), on-site waste and safer buildability.
- Responding to the specific constraints of the site, including:
 - Protecting and maintaining adjacent buildings and occupants;
 - Maintaining the key pedestrian, cycling and vehicle routes around the sites;

- Community outreach to ensure the locals understand the scheme and programme and are forewarned about key events that might impact them (for instance, tower crane delivery and erection, road closures and diversions, etc.);
 - Specific site constraints – Thames Water assets, for example; and
 - Developing strategies for infrastructure delivery that minimise road closures and disruption.
- General measures related to workers on the sites, including:
 - Measures to achieve “Performance Beyond Compliance” certification for Considerate Constructors;
 - Measures that address the health and wellbeing of the project team and of contractors and subcontractors, including general wellbeing, mental health, healthy eating, health check-ups; and
 - A process for ensuring Incident and Injury Free education and philosophy is properly implemented.

Along with the GMR framework, Lendlease has also adopted a health and wellbeing framework, aimed at healthier lifestyles for employees and workers on project sites, that covers healthier minds, bodies, places and culture. Initiatives include Mental Health First Aiders and mindfulness programmes, health checks, Wellbeing Leave days and project site facilities that enable healthy eating and places to rest.

16 QUALITY ASSURANCE

The HDV will follow a strict quality assurance adherence. The Strategic HDV Business Plan sets out the overarching approach to quality management. It is important that all new residents, business owners and visitors to the new Wood Green town centre perceive a high-quality standard in every aspect of the project, from snag-free delivery of residential units and employment spaces to fully completed public realm at the opening of each site. Aftercare managers are assigned to each project so that if there are any issues after space turnover, they are quickly addressed.



17 RISK MANAGEMENT

A Risk Management Table is included as an Appendix to this Business Plan.

18 KEY ASSUMPTIONS

[REDACTED MATERIAL]

19 FINANCIAL AND COMMERCIAL PROPOSAL

For ease in evaluation, all financial and commercial development business plans have been grouped together. Please refer to the HDV Strategic Business Plan response, where the individual development finance and commercial business plans are set out as appendices to the overall HDV Finance and Commercial Business Plan.