

Haringey Development Vehicle

Cranwood

Delivery Strategy

3 July 2017



Redacted version



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DELIVERY

CRANWOOD IS THE FIRST PROJECT IN THE HDV PROGRAMME AND OFFERS THE HDV AN OPPORTUNITY TO DEMONSTRATE DELIVERY OF A QUALITY HOUSING PRODUCT IN A TIMELY AND EFFICIENT MANNER, SETTING THE BENCHMARK FOR PROJECTS TO COME. IT WILL DELIVER 92 HOMES AND IMPROVED LOCAL LANDSCAPE CONNECTIONS WITHIN THREE YEARS OF FORMATION OF THE JOINT VENTURE AND START-UP OF THE HDV BUSINESS.

This Business Plan details how the HDV will procure a third-party contractor for the construction of Cranwood, including how Lendlease as the Development Manager will ensure high standards of safety, sustainability and quality.

4 DELIVERY PROGRAMME

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.

Detailed benchmarking informs our design, planning and construction time frames, coupled with processes to ensure proper project, risk and value management.

[Redacted Material]

Figure 4.1 Development programme. An A3 version is included as an appendix.

4.1 Key Milestones

[Redacted Material]

Figure 4.2 Milestone dates for the delivery of Cranwood

4.1.1 Early Delivery

The Cranwood programme anticipates reaching Practical Completion in 2020, just over three years after the HDV is formed.

4.1.2 100-Day Launch Plan

Lendlease as Development and Project Manager will support HDV to quickly and efficiently mobilise for Cranwood, activating the design and planning process almost immediately with the following activities:

- Appointing the design team;
- Procuring and commissioning surveys to undertake due diligence of the site;
- Starting engagement and supporting the Council's own consultation obligations where appropriate;
- Further developing the health, safety and wellbeing plan;
- Agreeing a Planning Performance Agreement;
- Progressing design; and
- Resource plan and organisation

5 PROPOSED STRUCTURE

Cranwood will retain independence and have its own team, led by a Development Manager who will have day-to-day ownership of the project. This will be a structure that will be used as a model for other sites in the HDV portfolio. The HDV business will manage governance and reporting, approving business items within the limits of authority approved by the board.

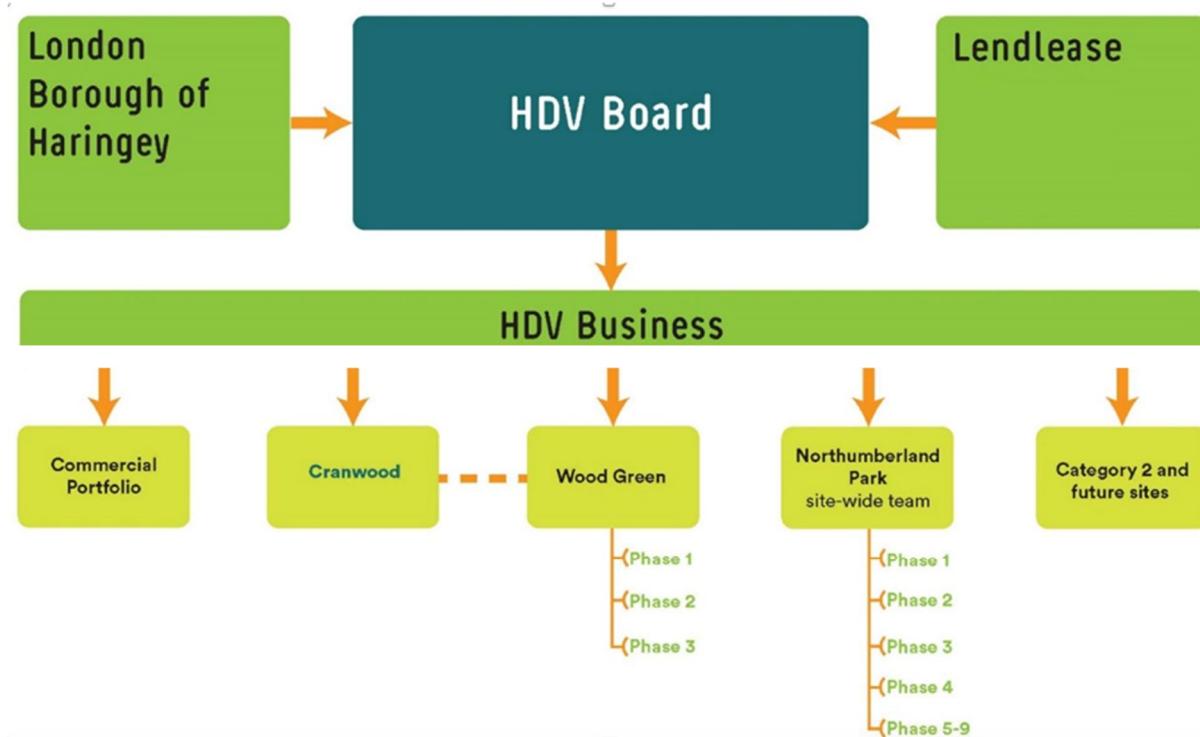


Figure 5.1 HDV Structure

5.1 Roles and Responsibilities

The Cranwood Development Management team will be responsible for ensuring successful delivery of the project in accordance with the Business Plan. This will include managing the approved budget, programme, sustainability and quality standards. They will be based at the HDV headquarters in Wood Green which is close to the Cranwood site, but enables collaboration with the broader HDV team.

5.2 Professional Team

A specialist residential Architect will be selected to finalise the Cranwood design and planning requirements, supported by a planning expert. The team will deliver the HDV's vision for Cranwood, building on the outline design proposals described in this Business Plan.

AHMM and DP9 have prepared the indicative masterplan that forms part of this Business Plan, and it is proposed that there is continuity of consultants for consistency. However, HDV will collaborate on a formal decision to continue with these consultants or undertake a wider selection process.

Cranwood is a small and intimate project that may lend itself to local appointments for some professional roles, which HDV will consider when finalising appointments. Further details on the wider supply chain options for HDV, and relevant processes for procurement and selection are set out in the HDV Strategic Business Plan.

6 COMMUNITY AND STAKEHOLDER ENGAGEMENT

WE WILL RAISE THE PROFILE OF THE HDV, INFORMING, CONSULTING, ENGAGING AND EXCITING LOCAL PEOPLE AS A BEST-IN-CLASS EXAMPLE OF INCLUSIVE URBAN REGENERATION

Cranwood will adopt an approach to community and stakeholder engagement that is consistent with the HDV framework, as outlined in the HDV Community Engagement and Communication Strategy in the HDV Strategic Business Plan.

A community and stakeholder engagement plan is included as an appendix to this Business Plan. Nothing in this plan is to be seen as replacing the Council's own engagement strategy, which is ongoing and pursuant to its statutory obligations.

The Council has undertaken an Equality Impact Assessment (EqIA) outlining its commitment to equality and its responsibilities under the Public Sector Equality Duty.

7 SOCIAL AND ECONOMIC STRATEGY

The HDV Social and Economic Strategy brings together a powerful combination of people, place and programmes to create the social infrastructure and community empowerment needed for transformation to occur. This integrated approach will be delivered through four impact themes that are set out in detail in the HDV Strategic Business Plan. These themes are:



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

The Cranwood site is in one of Haringey's more affluent areas, Muswell Hill, and will contribute to a more mixed and inclusive community with the provision of low cost affordable rented and intermediate housing. Our priority is to understand the needs, wants and aspirations of the existing local residents, and any Northumberland Park residents that choose to move to Cranwood, to ensure successful integration between the existing community and new, delivering an inclusive regeneration programme.

Whilst the size of Cranwood doesn't lend itself to delivering social and economic impact on the scale of schemes such as Northumberland Park or Wood Green, it can still play a key role in delivering the HDV's aspirations by:

- Supporting employment of local people during the construction of the project;
- Fostering a strong sense of community between residents and St James C of E Primary School;
- Incorporating design features to improve the public realm, principally through giving residents access to green space where they can be more active;
- Providing a visible and early example of how the local supply chain can be harnessed to support delivery.

The HDV Strategic Business Plan explores these objectives in detail and a summary of the social and economic outcomes for Cranwood are included in the schedule below:

| IMPACT THEMES | BETTER PROSPECTS Enabling education, training and employment | HEALTHY LIVES Empowering people to improve their own health | COMMUNITY PRIDE Creating homes and neighbourhoods where people can thrive | CLEAN AND SAFE Creating a safer environment where people are proud to live, work and visit |
|---------------|--|--|---|---|
| PLACE | <ul style="list-style-type: none"> Employing local labour in the construction of 92 homes Creating links between Cranwood and the HDV's Skills and Employment programmes | <ul style="list-style-type: none"> Improving cycle and pathways to Highgate Wood and Parkland Walk to enable residents to be more active Partner with St James C of E Primary School to establish a new Grow Garden enabling the school to grow healthy food 156 Bike stands in the carpark | <ul style="list-style-type: none"> Delivering 50% affordable homes in a tenure-blind scheme Homes that are designed for dignity and courtyard space that allows social interaction | <ul style="list-style-type: none"> Adopt 'Secured by Design' principles to reduce the opportunity for crime and enhance the perception of safety along the southern boundary Adopt 'Design for Dignity' principles to ensure that Cranwood considers the needs of families, youths, the physically and mentally disabled, and the aging population. |
| PEOPLE | <ul style="list-style-type: none"> Job seekers, underemployed, St James C of E school children and teachers | <ul style="list-style-type: none"> All residents, St James C of E school children and community | <ul style="list-style-type: none"> All Cranwood residents including senior residents and those with disabilities | <ul style="list-style-type: none"> All Cranwood residents and visitors |
| PROGRAMMES | <ul style="list-style-type: none"> Skilling and employment programmes | <ul style="list-style-type: none"> Free Bike Scheme - One free bicycle with each home so all residents have the opportunity to cycle regardless of economic background. Gardening club – Providing Grow Gardens in the scheme and at St James C of E Primary School to educate local residents about healthy food and promote community pride Do Something Different Day - School engagement/ link to Grow Gardens. Mates in the Community – community led mental health support and awareness | <ul style="list-style-type: none"> Co-design workshops community and stakeholder design forums and exhibitions, including Design for Dignity and Building Regulations - Part M (previously Lifetime Homes) workshops Statutory consultation and early engagement with residents relocating to ensure the process is successful and the residents feel supported | <ul style="list-style-type: none"> Estate management model that is responsive, professional and prioritises safety of all that live on the scheme |
| COMMITMENTS | <ul style="list-style-type: none"> 30 local residents employed on the Cranwood scheme Two apprenticeships | <ul style="list-style-type: none"> One free bike per household One resident cycling proficiency course Two facilitated residents/school gardening clubs Two community mental health first aiders Support one 'Do Something Different Day' at St James C of E Primary School focusing on use of Grow Gardens produce | <ul style="list-style-type: none"> One Design for Dignity workshop One co-design workshop with residents 100% of residents being rehomed or relocated to have access to support, including availability of a mental health first aider, and integration and collaboration strategies, ensuring a smooth transition for affordable housing residents new to the area. | <ul style="list-style-type: none"> Improve the access to and perception of safety to the public path to the south of the site. Facilitate any applicable HDV programmes Cranwood will be designed in accordance with Secured by Design principles |

A more exhaustive list and full descriptions of HDV led socioeconomic programmes can be found in the HDV Strategic Business Plan.

8 THIRD PARTY MAIN CONTRACTOR PROCUREMENT

During the project definition phase, Cranwood's Development Manager will identify and recommend the preferred procurement route for approval by the HDV.

Cranwood is relatively small and mid-rise, therefore it is currently envisaged that the construction role will be openly tendered for appointment of a third-party contractor, rather than procurement through the contractor framework arrangement with Lendlease Construction (who have construction expertise that is better suited to larger or taller residential product).

Additionally, being the first project, it is important to demonstrate to the market and wider community that HDV will be 'open for business' and that other contractors can and will be procured to support Lendlease's delivery capability.

A proposed procurement route is included as an appendix to this Business Plan.

9 LAND ASSEMBLY

A Land Assembly Strategy is included as an appendix to the HDV Strategic Business Plan.

10 PLANNING STRATEGY

The HDV will work in partnership with Haringey's Planning team during the planning process, to refine proposals and achieve the best outcome for Cranwood. Feedback received from the initial meeting with the Council Planning team has been integrated into indicative masterplan, particularly in relation to respecting local design integrity.

The HDV will agree a Planning Performance Agreement setting out shared objectives and a clear and structured approach to the planning programme. This will focus on detailed pre-application discussions to maximise the chances of a successful outcome once the application is submitted, and will include presentations to the Council's Quality Review Panel.

The proposal will be shaped by public consultation with local residents, local interest groups, stakeholders and members; a detailed, high quality application for full planning permission will be submitted, providing certainty to the local planning Authority about our scheme and reduce planning risk for the HDV. This approach will support the tight programme for delivering homes, including affordable housing.

The application will be informed by the Council's planning application guidance note and will be subject to a Section 106 Agreement. Cranwood will also be liable for Mayoral and Haringey Community Infrastructure Levy (CIL), subject to any provision of social housing relief.

Cranwood fulfils planning policy objectives through the following features:

- 92 new high-quality homes, contributing directly to housing need and the Council's housing targets;
- Exceeding policy requirements by delivering 50% affordable housing, calculated by habitable rooms.;
- [Redacted Material]
- A density of approximately 68 units per hectare, or 208 habitable rooms per hectare, which would accord with the London Plan density matrix and be appropriate to the context, while optimising housing delivery on a Brownfield site, representing sustainable development;
- Exceptional architectural quality, setting the design standard for the HDV;
- Improved pedestrian and cycle linkages to Highgate Wood, in line with the Draft Site Allocation;
- On-site parking ratio of approximately 40% and car club opportunities for residents to meet the parking needs arising from the development. This is appropriate from a planning policy perspective based on the level of public transport accessibility and the need to balance sustainable transport objectives. Combined with a restriction to obtain future residents parking permits the proposed development would have no overspill parking impacts on adjoining streets;
- Striving for a net zero carbon scheme, in accordance with the Housing SPG and in support of the Council's 40:20 and zero carbon 2050 targets; and

- Layout design which complies with the London Plan Policy so that 10% of homes will be wheelchair accessible or easily adaptable for residents with disabilities. Apartments will be allocated upon detailed design and conform to Building Regulations - Part M (previously Lifetime Homes) standards.

11 DESIGN CONTROLS

The design strategy and masterplan approach is detailed in the Place Making section of this Business Plan.

Across the project, HDV will implement a robust and rigorous, end-to-end design control process that ensures cost certainty, quality of product, safety, sustainable outcomes, buildability and value optimisation.

Extensive design control measures will be implemented, aligned to our proposed governance process, with interim reviews on a routine basis. This ensures that design is developed in line with the HDV vision and requirements, to the project budget and agreed Business Case. Specific control measures will be developed and applied to Cranwood, for example, to reflect the form of contract and client requirements. Typical control measures include the following as a minimum:

- **Reporting structure into the HDV:** Providing visibility of the design progress at key stages and in line with the proposed governance framework;
- **Clear development briefing and project management plans:** An overarching development brief and project management plan for Cranwood will be put in place from the outset of the project;
- **Value management tools and processes:** Cranwood will have its own robust value management processes to ensure optimum returns;
- **Product and Design Guides:** Cranwood will test the initial HDV product and design guide, allowing for improvements which will inform later HDV projects;
- **Implementation of BIM from the outset:** Ensure design, cost and programme coordination and allowing key technical challenges to be resolved, such as the Thames Water trunk main, ventilation shaft and site level changes;
- **Cross discipline and peer reviews:** HDV will support these with expertise from Lendlease's wider business;
- **Regular engagement with Statutory Bodies and Third Parties:** An engagement plan with Thames Water will be implemented to ensure that they are comfortable with scheme development and that technical issues are resolved;
- **Health, Safety and Wellbeing in Design Reviews:** The design should support exceptional standards of safety in construction, particularly in relation to the adjacent school playground; and
- **Robust contracts, deliverables and controls:** Ensuring robust scopes and performance standards directly applicable to the plot are implemented.

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

12 CONSTRUCTION APPROACH

It is apparent at this initial stage that Cranwood's design team will need to particularly consider the structural design for the semi-basement car park and the requirement to structurally span the existing Thames Water Assets. It is likely that any solution will need to utilise a reinforced concrete frame up to the first floor. However, above this level, there are options for non-volumetric modular build solutions (CLT, SIPS etc.), which will be investigated in detailed design and tested to align with the wider sustainability targets for the project.

The project team will also need to work with St James C of E Primary School throughout the life of the project – and all surrounding neighbours – to minimise the impact of construction. From demolition through to fit-out, HDV will take all appropriate measures to minimise disruption, mitigate environmental impacts and ensure safety for the school children and the surrounding community.

12.1 Technical Approvals

The project team will ensure that a Technical Approvals Tracker is implemented for each key stakeholder body. The tracker will incorporate deliverables and strategic engagement points with the relevant bodies.

The key statutory bodies and stakeholders that will require detailed engagement, reflecting the nature of the project have been identified for Cranwood, including:

- Thames Water – addressing the requirements of the trunk main and ventilation shaft;
- Building Control – we will appoint a Building Control body early in the process to ensure they are on board;
- Residential Warranty Provider; and
- Haringey Council Housing, Strategy and Commissioning - to ensure that we are meeting local housing need and strategic requirements.

Further details of our approach to technical approvals can be found in the HDV Strategic Business Plan.

13 HANOVER AND OCCUPATION STRATEGY

We will implement clear processes for completion and handover to achieve the goals of the Business Plan and ensure:

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

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

13.1 Residential Handovers

To support the establishment of the HDV's residential brand as well as ensure the timely delivery of a high-quality product, a consistent approach to the handover and completion of the project from construction to development management and then to the customer will be implemented. These standards will be applied to both market and affordable housing.

[Redacted Material]

Figure 13.1 Summary of the handover and completion process to be implemented on Cranwood

HDV will implement key 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 start on site and continuing post completion to gather feedback; and
- Utilisation of the Lendlease Aftersales team to ensure prompt close-out of defects and feedback gathering on customer satisfaction.

14 ESTATE MANAGEMENT STRATEGY

A detailed summary of the legal set-up for the estate management companies and our responsible approach to housing management is included in the HDV Strategic Business Plan.

15 MARKETING AND SALES STRATEGY

Cranwood's Sales and Marketing Strategy will be a targeted approach, focusing on local buyers and maximise value generation.

15.1 Marketing Activities and Strategy

Cranwood can be used as an early opportunity to promote the wider vision of change for good across the borough. With large amounts of high-quality affordable accommodation, developed in a tenure-blind manner, the marketing of Cranwood will serve not only to sell Cranwood homes, but to position HDV for long-term success in the borough.

Emphasis will be on the considered approach taken to providing inclusive, sustainable, mixed-tenure homes and enhanced public realm. Activity will engage and enthuse stakeholders around key place making aspects of the development, particularly in relation to community health and wellbeing. They will be continuously informed and consulted on the steps being taken to minimise potential impacts on the environment and neighbours, including the adjacent school.

The HDV marketing strategy includes:

- Creating a strong Cranwood brand, which will remain throughout the duration of the sales period;
- Installing engaging hoardings, which are kept updated and show clear messaging;
- Building two accelerated show apartments (seven months in advance), one fitted as a show home and the other as a sales office;
- Creating a brochure with the full development, floor plans, expected finish, apartment locators and view photography;
- Creating a wall mounted interactive model showing how Cranwood links with London through its connectivity and proximity to key landmarks;
- Commissioning a website with frequent updates about the project, maximising community engagement and purchaser interest;
- Designing good quality Computer Generated Images to enable purchasers to visualise the concept;
- Distributing a quarterly newsletter to engage with our purchasers and keep them informed; and
- Partnering with a leading interior designer.

15.2 Residential Sales

15.2.1 Open Market Sales Strategy

[Redacted Material]

15.2.2 Target Market

[Redacted Material]

15.3 Affordable Housing

HDV will provide priority right of return to the council tenants of existing homes at Cranwood, and then opportunity for other residents to move into the new affordable housing.

Considering the proportion of social rent tenants from Northumberland Park who may be introduced to Muswell Hill, where availability of social rent accommodation is currently very low, HDV will introduce integration and collaboration strategies, ensuring a smooth transition for the affordable housing residents new to the area.

More information regarding the Affordable Housing Delivery Strategy and Options can be found in the HDV Strategic Business Plan.

16 HEALTH, SAFETY AND WELLBEING

The Cranwood design team will ensure that the scheme can be constructed and operated safely and securely throughout the lifecycle of the project. This will be supported by the Development and Project Manager, who will bring experience of delivering similar projects to consistently high safety standards.

[Redacted Material]

For the purposes of CDM 2015, Lendlease will fulfil the role of the Principal Designer as the Development Manager and activities to meet the duties led by the Development EH&S Manager.

A kick-off buildability and ‘key design principles’ meeting will be arranged to ensure that an environment, health and safety best practice strategy is clearly defined. This will include a review of lessons learnt on previous construction projects, highlighting, for example, how to minimise the fall from height risk in design stages.

The Health, Safety and Wellbeing Vision for Cranwood will be clearly communicated throughout the project’s duration and will be reviewed and updated frequently. This will also align with the social and economic objectives for Cranwood and the wider HDV. A Health, Safety and Wellbeing Plan will be developed for Cranwood in detail, following business case approval. Likely themes include:

- 1. Identifying and mitigating the key issues in delivery operations adjacent to a live school, such as:**
 - Establishing liaison protocols and developing a strong relationship with St James C of E Primary School;
 - 'No noise' times as identified by the school (e.g. during exam periods);
 - Traffic management and marshalling, especially at key times during the school day;
 - Logistics timing and phasing;
 - General noise and dust abatement methodologies; and
 - Site set-up and design to keep construction access away from Woodside Avenue if possible.
- 2. Responding to the specific constraints of the site:**
 - Working adjacent to an occupied school
 - Protecting and maintaining the flora adjacent to the site and ensuring the public can continue to access green spaces safely;
 - Maintaining the key pedestrian routes around the site;
 - Community outreach to ensure the locals understand the scheme and the programme and are forewarned about key events that might impact them (for instance, tower crane delivery and erection); and
 - Addressing specific site constraints – for example, Thames Water assets.
- 3. General measures:**
 - 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 sub-contractors including mental health, healthy eating and health check-ups; and
- A process to ensure the Incident and Injury Free education and philosophy is properly implemented.

17 QUALITY ASSURANCE

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

Specific quality aspects to be addressed in the Cranwood plan include:

- Establishing a dedicated quality assurance team to ensure standards are maintained throughout the lifecycle of the project;
- Community engagement with specific focus on existing residents; and
- Delivery of mix of tenures, each with a high standard of finishes and fixtures and to a tenure-blind design.

18 RISK

A risk schedule is included as an appendix to this Business Plan.

19 KEY ASSUMPTIONS

The following key assumptions form the basis of this Business Plan:

[Redacted Material]

Please refer to appendices of the HDV Strategic Business Plan finance and commercial section for the key commercial assumptions including cost breakdowns.

20 FINANCIAL

Please refer to the HDV Strategic Business Plan, Finance and Commercial section and relevant appendices, for the individual finance and commercial business plans.