

Haringey Development Vehicle Strategic Business Plan Delivery Strategy

3 July 2017

Haringey
LONDON

lendlease

Redacted Version



Contents

Guide to this Business Plan.....	6
1 Delivery Overview.....	8
1.1 Scope and Opportunity of HDV.....	8
1.2 HDV Business Delivery Model.....	8
2 HDV Management and Governance	9
2.1 How the HDV Works.....	9
2.1.1 Principles and Approach	9
2.1.2 HDV Structure	10
2.1.3 Development Management and Project Management.....	13
2.1.4 HDV Business Location	14
2.1.5 Governance, Reporting and Management Strategy.....	14
2.2 Business Delivery Programme	16
2.2.1 100-Day Launch Plan – outcomes from the first three months.....	17
2.2.2 1,000-Day Business Programme.....	17
2.2.3 Long-term Business Management Programme	18
2.3 HDV’s People Approach.....	18
2.3.1 Recruitment Strategy.....	18
2.3.2 Ensuring Continuity of Personnel.....	19
2.3.3 Succession Planning.....	19
2.3.4 Employee Growth, Development and Training Plans.....	19
2.3.5 Opportunities for Council Employees.....	19
2.3.6 Employment Opportunities for Local People.....	20
2.4 Procurement Strategy	20
2.4.1 Development Management Controls	20
2.4.2 Procurement of Consultants	21
2.4.3 Main Contractor	23
3 HDV Land and Product Delivery	25
3.1 Land Assembly	25
3.1.1 Conditions Precedent Responsibility.....	25
3.1.2 The Acquisition of Third-Party Land and Compulsory Purchase Orders	25

3.1.3	The Decision as to Which Assets to Acquire	27
3.1.4	The Timing of Acquisitions and Securing Vacant Possession	27
3.1.5	The Compulsory Purchase Process	28
3.1.6	Timetable	29
3.1.7	The Cost of Compulsory Purchase	29
3.2	Category 2 Properties	30
3.3	Category 3 Properties	31
3.4	Further Acquisitions	31
3.5	Rehousing Proposed Regeneration Land	31
3.5.1	Rehousing Plan	31
3.5.2	S105 Consultation	32
3.5.3	Housing Management	33
4	Delivering Outstanding Product	35
4.1	Forecast of Housing Delivery and Assets Under Management	35
4.2	Affordable Housing	35
4.2.1	Level of Affordable Housing	35
4.2.2	Product Delivery	35
4.2.3	'Buyer Agnostic' Strategy	36
4.2.4	An HDV Entity as a RP	36
4.3	Affordable Housing Grants	36
4.4	Affordable Ownership and Funding Selection Process	36
4.5	Procurement of a RP	37
4.6	Open Market Sale (OMS)	37
4.6.1	Product Delivery	37
4.6.2	Application of the Product Book	38
4.6.3	Approach to Building Design	38
4.7	Private Rental Sector	38
4.7.1	Flexibility in Delivery of Private Rental Sector (PRS) Product	38
4.8	Office	39
4.9	Retail	40
4.10	Delivery of Social Infrastructure	40
5	HDV Planning, Design and Construction Delivery	42
5.1	Planning Strategy	42

5.1.1	Development Control in Support of Planning Strategy	42
5.1.2	A collaborative Approach to Planning	43
5.2	Design Controls	46
5.3	Compass Framework and Governance.....	46
5.4	Clear Development Briefing and Project Management Plans	46
5.5	Value and Cost Management Tools and Processes	46
5.6	Product and Design Guides.....	47
5.6.1	Implementation of Building Information Modelling	47
5.6.2	Cross Discipline and Peer Reviews	47
5.6.3	Regular engagement with Statutory Bodies and Third Parties	47
5.6.4	Implementation of Continuous Improvement.....	47
5.6.5	Health, Safety and Wellbeing in Design Reviews	47
5.6.6	Robust Contracts, Deliverables and Controls.....	48
5.7	Construction Delivery	48
5.7.1	Diversity and Depth of Supply Chain	49
5.7.2	Cross Collaboration and Continual Improvement.....	49
5.7.3	Robust Contract Administration.....	49
5.7.4	Managing Change.....	49
5.7.5	Public Realm and Infrastructure.....	49
5.7.6	Co-ordination within the Plot Boundary.....	50
5.7.7	Innovating - Modern Methods of Construction	51
5.7.8	Managing Time.....	51
5.7.9	Considerate Constructors	52
5.8	Interface with Neighbouring Developers and Contractors	52
5.9	Completions and Handover Process	53
5.9.1	Residential Completions and Handover	53
5.9.2	Public Buildings	54
5.9.3	Offices.....	55
5.9.4	Retail.....	55
6	HDV Ongoing Management	57
6.1	Estate and Neighbourhood Management Delivery Strategy.....	57
6.1.1	Operations and Services	57
6.1.2	Estate Management Resource	58

6.1.3	Employment Generated from the Overarching Management Strategy.....	59
6.2	Asset Management	60
6.3	Meanwhile Use	60
6.3.1	Benefits.....	60
6.3.2	Approach.....	61
7	Delivering Sustainability.....	63
7.1	Post-Occupancy Evaluation	63
7.2	Continuous Improvement and Reporting.....	63
8	HDV Communications and Marketing Delivery.....	64
8.1	Building Trust.....	64
8.1.1	Transparent from Day One	64
8.1.2	Principles of the Approach.....	64
8.1.3	What Does Success Look Like?.....	64
8.1.4	Stakeholders	65
8.1.5	Approach to Communications	65
8.1.6	Approach to Marketing.....	66
8.2	Specific Product Sales and Marketing Strategies.....	68
8.3	Residential	68
8.3.1	Customer-First Approach.....	68
8.3.2	Local launches, Previews and Incentives	69
8.3.3	Marketing PRS for Rent	69
9	Community and Stakeholder Engagement Strategy.....	71
9.1	Introduction	71
9.2	Context	71
9.3	Objectives and Principles.....	72
9.4	Guiding Principles	72
9.5	Engagement Approach.....	73
9.6	Monitoring and Feedback.....	73
10	Quality Assurance	74
11	Health, Safety and Wellbeing	75
11.1	Our Health, Safety and Wellbeing Vision	75
11.1.1	Lendlease Global Minimum Requirements (GMRs).....	75
11.1.2	Incident and Injury Free.....	76

11.1.3	Health, Safety and Wellbeing Plan	76
11.1.4	Health, Safety and Wellbeing in Design.....	76
11.1.5	Health, Safety and Wellbeing in Construction	76
12	Risk Management	78
12.1	Risk Assessment and Management	78
12.2	Risk Reporting	78
13	Insurance.....	79
13.1	HDV Broker	79
13.2	Owner Controlled Insurance Programme	79
13.3	Commercial Portfolio Insurance	80
13.4	Director’s and Officer’s Insurance.....	80
13.5	PI insurance for Development and Asset Management.....	80
14	Business Plan Assumptions	81

GUIDE TO THIS BUSINESS PLAN

This delivery section of the HDV Strategic Business Plan sets out how the HDV business will operate, who will perform what functions and how it is envisaged that the key activities required to successfully deliver HDVs objectives will be procured and managed.

To aid navigation of this document more detailed information and plans is contained within appendices, referenced in the main body where appropriate.

The table below sets out the key sections of this Business Plan.

Ref	Section Title	Purpose
	Delivery Overview	Executive overview of the delivery arrangements
HDV Management and Governance		
	How HDV Works	Business structure, governance and management arrangements including: <ul style="list-style-type: none"> • Composition and purpose of the HDV Board • Proposed management team structure • Governance and reporting structures and protocols
	Business Delivery Programme	Sets out HDV key activities for: <ul style="list-style-type: none"> • 100-Day launch plan • 1000-Day business programme • Long-term business management
	HDV's People Approach	How HDV will attract, manage, develop and retain people
	Procurement Strategy	How HDV will procure services it requires to achieve value for money, efficiency and effectiveness
HDV Land Assembly and Rehousing		
	Land Assembly	How the HDV will approach land assembly with the borough
	Third-party Land and CPO	Definition of the responsibilities and roles of the parties and HDV approach to non-Council land and CPO
	Category 2 sites	HDV approach and plan to bring on Category 2 sites
	Category 3 sites	HDV approach and plan to bring on Category 3 sites
	Rehousing	Detailed plan on the HDV rehousing plan
HDV	Product Delivery Approach	Outline each individual asset product that the HDV will deliver

HDV Planning, Design and Construction Delivery		
	Planning Strategy, Design Control, Construction Management	Detailed proposal on how the HDV will ensure the required processes and controls are implemented to achieve the required outcomes
	Interfacing with Neighbouring Developers and Contractors	How the HDV will cooperate and work with its neighbours across the Business
	Completions and Handover Process	Detailed approach to ensuring customer satisfaction at handover
Ref	Section Title	Purpose
HDV Ongoing Management		
	Estate Management	Detailed structuring and resourcing of the estate management approach
	Asset Management	Summary of asset-management approach across
	Meanwhile Use	HDV approach and outline programme to create a strong meanwhile use impact
HDV Communications and Marketing Delivery		
	Communications and Marketing Strategy	How HDV as a business will implement business-wide communications and marketing strategies
	Specific Product Sales and Marketing Strategies	HDV's approach to marketing and selling the products it develops
HDV Quality, Health and safety and Risk Management		
	Quality and Assurance	HDV's approach to ensuring proper management systems are in place
	Health, Safety and Wellbeing	HDV's approach to ensuring proper management systems are in place
	Risk Management	HDV's approach to ensuring proper management systems are in place

Note: This Delivery Strategy is predicated on HDV carrying out development on Wood Green, Northumberland Park and Cranwood. However, nothing in this Business Plan should be read as suggesting any obligation on the Council in respect of any proposed redevelopment of either Northumberland Park and Cranwood. The HDV recognises that the Council has not taken any decisions on whether either of these sites will be redeveloped by the HDV, and that the legal position is governed by the Development Framework Agreement, not by this Delivery Strategy.

1 DELIVERY OVERVIEW

1.1 Scope and Opportunity of HDV

The HDV's opportunity to create transformational change is both ambitious and challenging; pace and momentum are critical to shifting community perceptions in the short-term and achieving successful regeneration outcomes and long-term transformation. To enable this success, HDV will be supported by a strong delivery team, anchored with key roles delivered by Lendlease. These will be augmented with local suppliers, partners and third-party sector organisations.

The critical difference between the HDV and other regeneration and development opportunities of scale currently being procured and delivered, is that the HDV is a business in itself; it is not simply 'another project'.

HDV as a business therefore requires a more ambitious and independent approach, but also needs to be able to rely on experienced delivery teams, with the ability to call upon wider resources and experience as required. This delivery plan sets out how the HDV can achieve all these things, in a simple, robust and efficient manner that provides Best Value for the HDV.

1.2 HDV Business Delivery Model

Figure 1.1 sets out the range of services the HDV will need to support its business delivery model and how it is currently envisaged they will be provided.

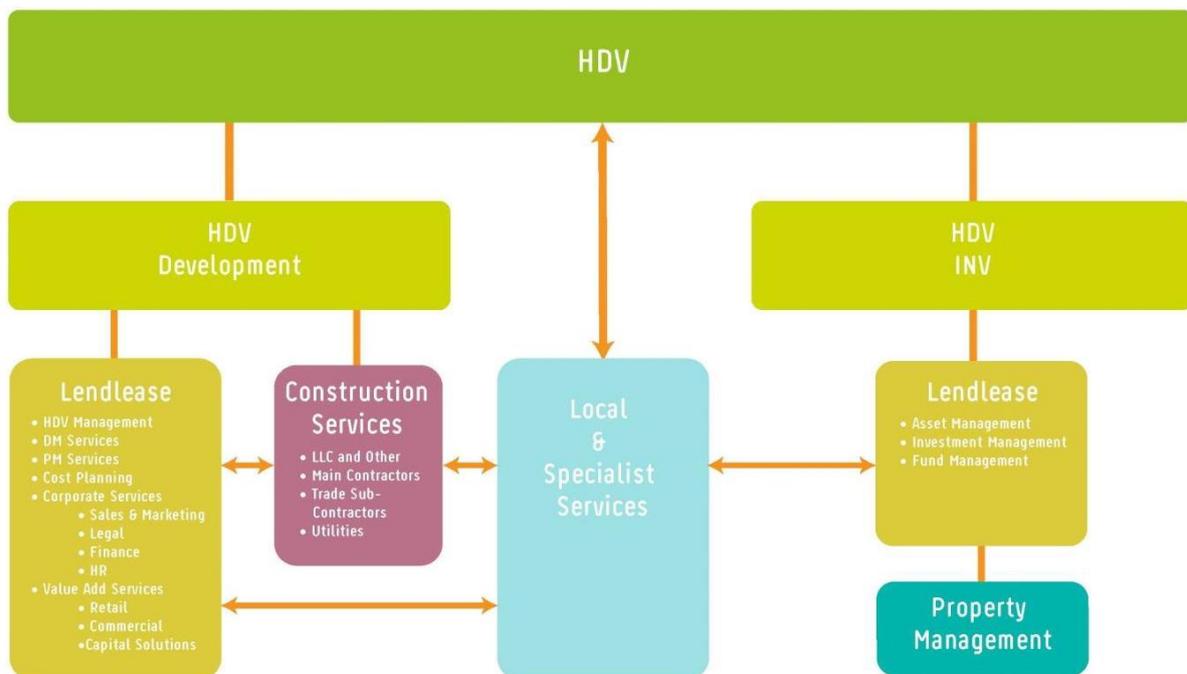


Figure 1-1 Simple structure delivering accountability and best value to the HDV

2 HDV MANAGEMENT AND GOVERNANCE

2.1 How the HDV Works

2.1.1 Principles and Approach

To successfully deliver the vision for Haringey, the HDV needs to operate as a flexible, long-term regeneration business.

The HDV requires a partner with the capacity and capability to 'hit the ground running' who is able to quickly generate momentum in the beginning and maintain continuous improvement throughout the lifetime of the business.

This partner needs to be aligned to the social, economic and commercial parameters of the HDV opportunity; a partner that fully understands the complexities of urban regeneration at this scale, and will bring a level of simplicity to the partnership.

The proposed management structure is built on the following three principles:

1. **The structure must reflect a true partnership and consistently align the parties' interests.**

A collaborative approach to working as HDV partners and with wider stakeholders is essential; joint working supported by a management structure, using review groups to facilitate knowledge-sharing and development.

The HDV and key advisors could initially be co-located in suitable commercial portfolio accommodation or vacant commercial space in, or close to, Wood Green. Over time, as the teams and projects grow, the project teams will spread to site-specific locations, creating additional opportunities for the HDV to contribute to regeneration by procuring local services and raising the profile of the project.

2. **Flexible and Scalable**

The proposed team and legal structure is designed to meet the HDV's initial needs, and to respond as the HDV's requirements evolve. To ensure successful mobilisation, it is vital that the correct resources are available; this is best achieved through a simple and accountable structure.

3. **Tried and tested structure for accountability and governance**

In a relationship of more than 20 years, change is inevitable. The proposed Senior Management structure is based on a proven project-delivery methodology that is used consistently in all of Lendlease's major projects. Building on this template, the HDV will vary wider roles to create a team that is cost effective and responsive to the individual project, customer and partner requirements.

2.1.2 HDV Structure

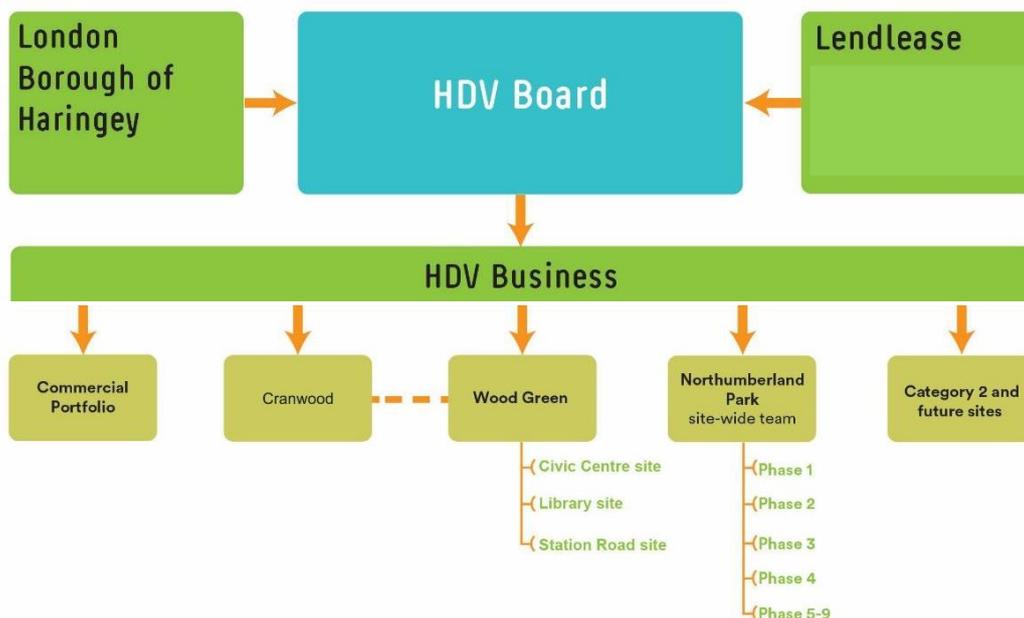


Figure 2.1 The creation of a long-term regeneration business

2.1.2.2 HDV Board

The HDV Board will be the strategic leadership group for the regeneration, comprising shareholder representatives from the Authority and Lendlease. The HDV Board will invite other attendees from wider members of the team as is appropriate.

The key responsibilities of the HDV Board will be:

- Establishing the HDV strategic direction and vision;
- Approving the HDV Business Plan, including the KPIs and performance measures, programme, milestones and budget;
- Health and safety outcomes;
- Stakeholder management including setting the media, public relations and Communications Strategy;
- Governance and oversight of the financial performance of the HDV, including approving investments, equity and debt-funding arrangements, and procurement policy; and
- Overseeing the timely and effective delivery of the regeneration

The Board will meet monthly and must comply with the member obligations set out in the Members Agreement. In accordance with the legal agreements, the Board is made up of six members - three Council representatives and three from Lendlease.

2.1.2.3 HDV Management Team

The structure below sets out the key roles in the HDV Business, including the Managing Director, who will lead the HDV Management Team. Prior to the HDV being formed, it is anticipated that the Executive Management Team appointments will be made through a formal interview process conducted jointly by HDV members. A shortlist of candidates will be put forward for each position after appropriate advertising and executive criteria are agreed, in compliance with the recruiting policies of the HDV members.

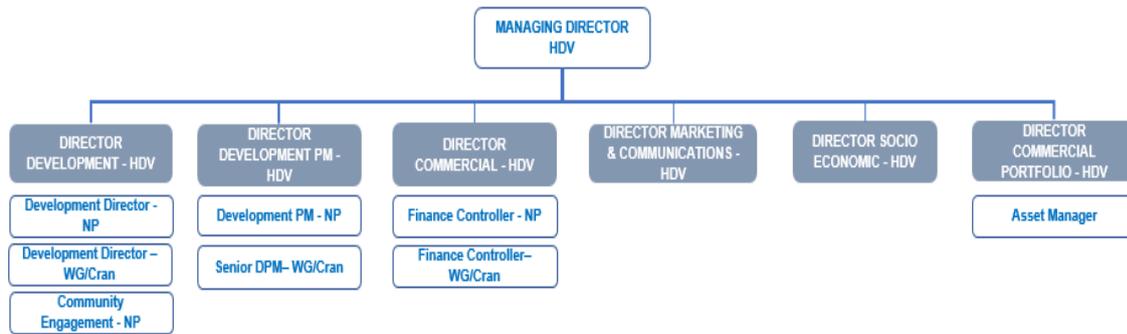


Figure 2-1 Creating the right leadership for the HDV business

The proposed team, which has been drawn from those working in Lendlease’s London business, brings extensive development, place making and urban regeneration experience. The team will be supplemented as required, from the wider Lendlease business, enabling the HDV to benefit from our global experience and depth of operations. All staff would be employed by Lendlease (rather than the HDV directly) and provide services through Development Management and Asset Management Agreements.

Whilst the proposed list has initially been drawn from Lendlease resources, the HDV will ensure that employment opportunities across the business are open to the community. Furthermore, members of the Council’s Regeneration Team will be actively encouraged to apply for roles to enable alignment of goals and deepen knowledge and culture sharing.

Table 2-1 The Lendlease proposed team members bring extensive, appropriate and relevant experience to the HDV

Role	Nominee	Responsibilities
Managing Director		Accountable for delivery of the HDV Business Plan and leading the team to deliver the vision and regeneration programmes
Lead Development Director		Accountable for ensuring delivery of strategic vision on every development (category 1, 2, 3 and Commercial Portfolio)
Head of Project Development Management		Accountable for management of design and construction to meet the development requirements
People and Places Director		Delivering consistent social and economic outcomes for the community
Social and Economic Programme Manager		Managing programmed Social and Economic initiatives across the HDV
Social and Economic Assistant		Supporting Social and Economic activities across the HDV
Community Engagement Lead		Community facing lead on delivering community engagement plans
PR and Communications Manager		Managing proactive and reactive Communications Policy
Commercial & Finance Director		Delivering and negotiating key commercial agreements, financial solutions and securing necessary debt for the HDV
Land and Site Assembly Manager		Delivering Land Assembly Strategy (including Category 1,2,3 sites & Commercial Portfolio)
Commercial Manager		Contract administration management across HDV
Financial Controller		Financial management and reporting of the business
Assistant Development Manager		Supporting the strategic vision on every development with specific responsibility to deliver initially the Category 2 Business Plans
Administration Team		Supporting HDV team

The HDV team will be supported by individual scheme Development Directors where appropriate, who will report into the lead Development Director and will manage individual projects on a day-to-day basis. These proposed teams have been detailed and costed in the individual business plans.

The HDV Management Team will be responsible for ensuring project delivery is aligned to business objectives, value driven and appropriately governed.

2.1.3 Development Management and Project Management

Development Management services for the HDV incorporate a wide range of activities including day-to-day management of the overall HDV business and more specialised development support to progress specific opportunities. Integral to development management services are project management services, which will support HDV in ensuring that programmes are effectively developed and managed, and the design and construction elements of projects are implemented appropriately.

The HDV will use Lendlease Development to provide development management and development project management services under the Development Management Agreement. These services provide different capabilities, which complement each other through the conversion and delivery phases of each project, supporting HDV in achieving its overall objectives.

As set out in the Development Management Agreement, development management is responsible for vision leadership, project definition including development briefs, masterplan and programme, preparation of planning submissions and achieving planning consent, alignment with HDV business objectives and for gaining timely governance approvals and ensuring adherence to the commercial appraisal throughout the life of the project. A key element of this role is also ensuring that the physical development and social and economic outcomes are provided seamlessly delivering exemplary place making and improved value to the borough.

Therefore, Lendlease as the Development Managers will be responsible for setting out and then managing the progression of viable development schemes, with strong place and property fundamentals within the required financial and commercial metrics to fulfil the HDV's vision, including desired socio-economic outcomes.

2.1.3.1 Development Project Management

As set out in the Development Management Agreement, the Development Project Manager is responsible for project design and cost management, enables the brief to be successfully converted and delivered within the required time cost and quality constraints and including management of contractors irrespective of whether a third-party contractor or Lendlease Construction is the contractor.

Development Project Management is a service that is often outsourced by developers, to a professional services companies. Lendlease has developed and continued to provide this service in-house. This ensures that the end product quality of finish is dramatically improved as they are far closer to and have a greater understanding of customer requirements and required standards.

The Development Project Management Team will lead oversight and management of the contractor during construction.

This expertise will provide the HDV with:

- A strong understanding of property and infrastructure fundamentals from finance to asset management which can be applied to deploy 'value-and-risk-based' project management;
- Development project management capability fully aligned with the HDV vision and objectives; and
- Consistent process disciplines, governance and quality across all HDV developments.

Large urban regeneration programmes are complex and require multiple project management and technical skills to lead and manage. The challenges of managing the infrastructure and place creation can be quite different to that of the vertical property solution. The HDV Development Project Management Team will consist of a range of Project Managers and Technical Specialists these are clearly set out in the relevant business plans.

2.1.4 HDV Business Location

Once the HDV is established, the intention is to utilise vacant commercial space in the heart of Wood Green to accommodate the HDV including all project and asset teams. This co-location is beneficial in improving free-flowing communication between partners, supporting collaboration, improving problem solving and eliminating duplication of effort. The office will be the front door for the community with a mix of business functions together with separate and dedicated space that allows the community to visit, interact and find out more about the HDV.

As the projects evolve, a separate Northumberland Park office will be established (years 1-2) using vacant space within the local area, after which the HDV team will move to dedicated site accommodation adjacent to the new Skills and Employment Hub.

In the longer term, it is envisaged that the HDV would be located in the new commercial space in Wood Green, with satellite offices to accommodate the particular projects.

2.1.5 Governance, Reporting and Management Strategy

Successful delivery of the HDV requires robust process and governance. The HDV Business Management Team has the obligation to deliver the HDV objectives and conduct business in accordance with the Delegation Policy, Procurement Policy and other HDV policies as set out in the Members Agreement. The team will be responsible for establishment and maintenance of required procedures and protocols required to effectively manage the business and comply with all statutory obligations.

[Redacted material]

2.1.5.1 Routine Reporting

During the first year the HDV Board will meet monthly, receiving monthly progress reports with more detailed quarterly reviews. The composition of these reports will be agreed by the Board members.

The following sets out the proposed reporting routine and review forums which will be implemented across the whole HDV business:

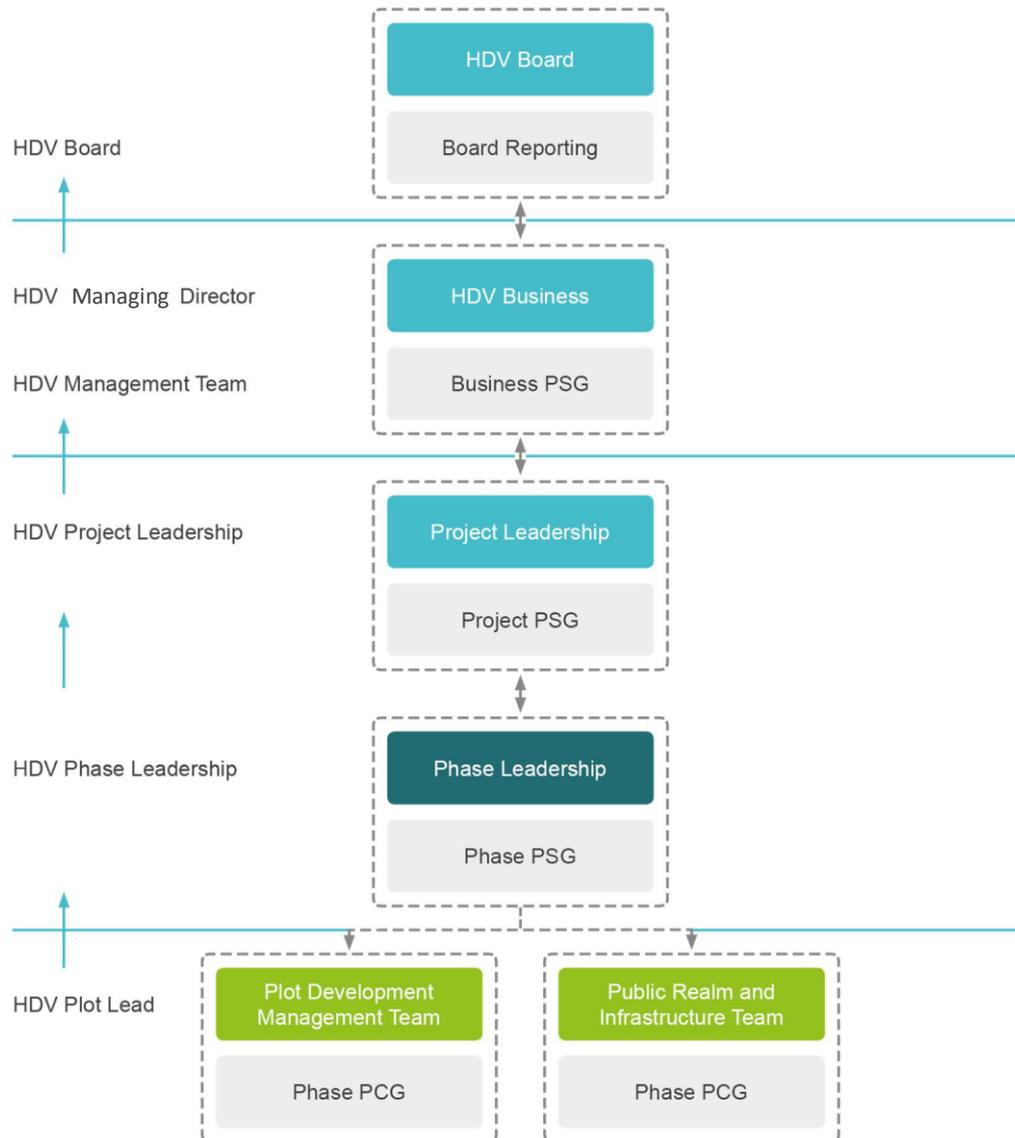


Figure 2-3 Tried-and-tested reporting and review structure hierarchy

Each level of this structure is responsible for ensuring reporting and reviews to the above providing the appropriate level of detail and review to the HDV Board.

The Project Steering Group (PSG) will deliver:

- Business (e.g. Socio-economic or Commercial Portfolio) or Development project (e.g. Northumberland Park or Wood Green) review against milestones and deliverables and against progress to next gateway;
- Report owned by Business or Project Lead;
- Reporting to HDV Management Team; and
- Supported by others as necessary.

The Project Control Group (PCG) will be responsible for:

- Individual projects or plot review;
- Report owned by Plot or Phase Development Manager;
- Reporting to Project or Phase Lead; and
- Supported by the Plot Development Project Manager and others as required (e.g. Cost Planner)

2.1.5.2 Compass

[Redacted material]

2.2 Business Delivery Programme

This plan sets out how the HDV will be organised, resourced and managed to deliver the HDV objectives, through a balanced and informed programme that will ensure the most efficient business solution.

The Business Delivery Programme will ensure:

- All HDV activities are sequenced and co-ordinated to achieve optimal outcomes for the Council, HDV, the community and current residents;
- Business planning, including key deliverables and milestones, is supported by an effective and transparent decision-making and governance structure;
- Interdependencies of all activities are effectively managed; and
- The HDV will deliver the scale of regeneration at a pace that achieves the target outcomes over the 20-year life of the joint venture.

The Business Delivery Programme comprises three main components as detailed below. These ensure key milestones and activities are managed in the short-, medium- and long-term, as follows:

- **100-day Launch Plan** – during this critical incubation period we will set the tone of how the HDV will operate, and ensure it grows in a fast, controlled and disciplined way. The HDV will begin to be recognised as a vehicle providing new opportunities, homes and facilities for the local community;
- **1,000-day Business Programme**- will provide a clear programme and deliverables for the critical first three years of operation of the HDV; and
- **The long-term Business Management Programme**- sets out the long-term HDV objectives, incorporating the key milestones and activities from each of the business plans.

2.2.1 100-Day Launch Plan – outcomes from the first three months

Upon Financial Close, the HDV will be fully incorporated with the phased transfer of the Commercial Portfolio properties and the Business Plans will be formally adopted.

Activities will commence on the Category 1 regeneration projects, determined by the Council’s requirements on key elements such as the Northumberland Park School or The Vale School. The Council, with support from HDV, will seek to consult residents and other stakeholders at all Category 1 site areas, and HDV will produce the initial phase design briefs. Community consultation will simultaneously commence at all Category 1 site areas and the initial phase design briefs will be produced.

During this period, the new HDV LLP will hold its first formal Board meetings.

The launch plan actions during the first 100 days following Financial Close are summarised as follows:

Table 2-3 The 100-day Launch Plan drives early community engagement and builds momentum

HDV Business Decisions and Governance	HDV Mobilisation
Confirm Socio-economic programmes	Commercial portfolio phased transfers and management commences
Establish suppliers list for local services	Commence community engagement & Cat- 1 site-design development
Establish shortlist of social impact funders	Finalise skills hub location and the HDV team office
Commence governance and reporting procedures	Confirm and launch meanwhile-use programmes
Implement business management and IT systems	Launch HDV brand, Social Media Strategy and press launch
Confirm accounting, auditing & legal advisors	Finalise Employers requirements for NP school
Hold first HDV Board meeting and finalise policy and procedures	Finalise programme for cat 2/3 Business plans
	Prepare Cranwood Planning Submission

This is the opportunity to create an HDV that will deliver successful momentum and sets the right tone for how the business is received and perceived in the community.

2.2.2 1,000-Day Business Programme

The 1000-Day plan will establish the HDV as a trusted, open, balanced and progressive regeneration business, delivering early benefits to the Council and local residents. It is essential that during this initial period, as consultation, planning and physical works progress on all project areas, that the community is fully aware of the positive impact of the HDV.

Meanwhile-use projects and brand promotions will establish the HDV as a well-known and respected local brand. The Communications Strategy will ensure that the community understands the values, objectives, short and long-term goals of the HDV. The Launch Plan will commit the HDV to key milestones, incentivising delivery across all streams.

As the HDV is mobilised and momentum gathers, growth will be accelerated in a rapid but controlled manner, progressing regeneration, whilst effectively managing the capital and resource constraints.

[Redacted material]

2.2.3 Long-term Business Management Programme

[Redacted material]

The plan is ambitious and has been created to ensure that the HDV creates momentum that will be tangible to the residents of Haringey from day one of the HDV formation through the whole life of the business.

The plan is deliverable and flexible whilst respecting the needs of those impacted by the regeneration and will aim to provide over the lifetime of the project:

- Social and economic programmes delivering over c. 21,700 jobs and c. £1bn of direct and indirect GVA benefit to the borough
- Over 2,000 new affordable homes
- Over 5,000 new homes
- A state-of-the-art new school in Northumberland Park
- A new heart for Wood Green by 2021
- A rejuvenated Northumberland Park with a mixed-use neighbourhood for the local community
- Health and Wellbeing Centre
- Skills and Employment Hub

2.3 HDV's People Approach

2.3.1 Recruitment Strategy

The Recruitment Strategy will be integral to the business plans and include tangible deliverables on diversity measures including race, sex, gender and disability.

The Strategy will include specific targets for Be Onsite (Lendlease's in-house, not-for-profit employment and skilling organisation) to recruit from the local area, including wards where the HDV is undertaking development, to ensure that those local people have the opportunity to be part of the neighbourhood's regeneration.

The HDV will explore ways to target recruitment opportunities to Haringey residents. Be Onsite will help prepare a specific plan for Haringey, working alongside organisations and agencies that are active in the borough, such as Jobcentre Plus, the Haringey Employment and Skills team, and the 639 Enterprise Centre.

Be Onsite

Be Onsite, benefits communities by supporting disadvantaged people into sustainable jobs filling industry skills gaps. Through the programme at Athletes' Village, over 300 individuals from a wide variety of backgrounds completed bespoke Be Onsite pre-employment training and 224 people were employed on the site. The programme specifically targeted those with barriers to employment (e.g. long-term unemployed, ex-offenders, serving prisoners, the homeless and those with disabilities). This approach has become the standard model for all Lendlease projects.

2.3.2 Ensuring Continuity of Personnel

Continuity of personnel can provide consistency in performance, support innovation and control risk. The HDV will ensure continuity through employment policies, succession planning and recruitment procedures.

All of the HDV recruitment team will be trained in unconscious bias and attend a two-day diversity and inclusion workshop, and will use competency based interviewing to minimise bias in the selection process with a minimum of two people conducting all interviews.

2.3.3 Succession Planning

The HDV should undertake succession planning for the Senior Management Team as well as each project / programme. The outputs will be shared with the HDV Board as part of the annual business plan review.

To ensure talent development and effective recruitment, quarterly resourcing reviews will be undertaken. This will ensure early identification of those ready for further development, new opportunities and challenges. Over a 20+ year project, the needs and priorities of the team will change, the team must be agile and shaped around current project needs, whilst recognising future priorities to retain knowledge and increase performance within the team.

The HDV commitment to equality, diversity and inclusion will be communicated from the HDV Board down through the staff, supply chain and partners and will have a dedicated steering group to ensure effective compliance. The policies will be displayed across all of the HDV sites and intranet, and all staff will receive induction training so that they are made aware of their responsibilities in delivering the HDV commitment.

Compliance monitoring will be undertaken in the form of early identification of non-compliance through grievances, complaints and protected disclosures, data monitoring to assess underrepresentation, impact assessments, leadership competency assessments, training interventions (management development programmes/inductions for new starters), campaigns, team briefings and other methods of communication (social media, email, newsflashes, newsletters).

2.3.4 Employee Growth, Development and Training Plans

The HDV will have access to the full range of Lendlease programmes as part of its Employee Development Framework.

2.3.5 Opportunities for Council Employees

Lendlease will work jointly with the Council, providing an experienced team for the HDV across all disciplines from Day One. The HDV will also commit to the development and training of the Council's team, through joint working and review groups, and explore the possibility of staff exchanges or secondments.

Capability Plans for the relevant Council employees will identify opportunities for shared learning and development. Lendlease will develop with the Council, a framework enabling the ongoing measurement and monitoring of success.

Knowledge sharing is a two-way process; regular joint working groups, job swaps and secondments can benefit both parties; with Council employees gaining new skills from the private sector and Lendlease employees gaining insight into the borough.

2.3.6 Employment Opportunities for Local People

The details of ensuring local employment opportunities are set out in the Social and Economic Strategy section, this includes the skills and training centre, which will be focused on providing skills training and opportunities for other vocations such as estate and asset management, maintenance, business operations and office management.

2.4 Procurement Strategy

The Procurement Strategy supports the HDV vision and objectives, ensuring compliance with the requirements of Schedule 4 of the Members Agreement, which sets specific procurement objectives.

In line with the aspirations and objectives of the HDV, the procurement policy endeavours to drive growth and stimulate local jobs by engaging local contractors and SMEs. Sustainable procurement will support the delivery of socio-economic benefits, all with the central aim of delivering value for Haringey.

[Redacted material]

2.4.1 Development Management Controls

The HDV will engage independent third-party consultants to verify value for money on further key aspects of HDV activity, including construction works. This independent third-party verification will form a key part of HDV's governance process and the information provided to the HDV Board to support HDV Board decision making. Refer to the Contractor Framework Agreement for more detail.

2.4.1.1 Independent Cost, Time and Contract Administration Verification

Aside from the key responsibilities of the Development Manager and Development Project Manager, the following three key roles work alongside these teams on behalf of HDV to ensure a level of independence, external market awareness and verification on time / cost and quality in pre-construction and delivery:

- Independent Cost Consultant (ICC) (Pre-Contract)
- Independent Programme Auditor (IPA) (Pre-Contract)
- Independent Employers Agent (EA) (Post Contract)

- HDV Development Solicitor (All the way through)

This relationship is depicted below:

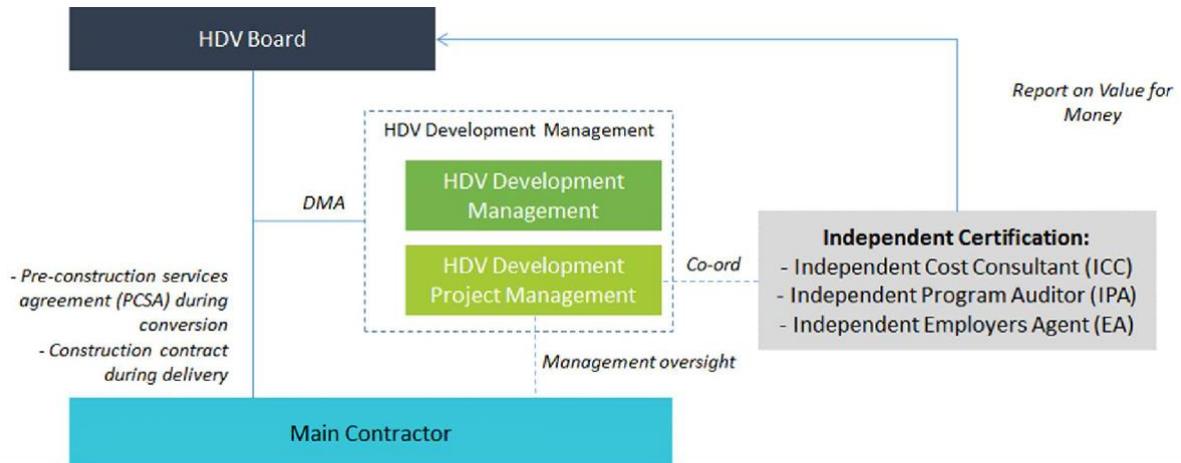


Figure 2-8 Development management control relationship

These independent resources provide assurance to the HDV Board and assist in HDV Board decision making. Their presence is also good practice more generally, as they will be required by funders and other third-party stakeholders with interest in HDV developments.

The proposed development teams for each Category 1 site, including Asset Management and Estate Management Teams, are detailed in the respective development business plans. In order to aid continuity, in addition to transitioning the current bid team into the HDV, there are other key individuals, who Lendlease would propose to deploy to support HDV delivery. These teams have recent and relevant experience of large-scale regeneration projects.

2.4.2 Procurement of Consultants

A strategic approach to the procurement of consultants will ensure that HDV achieves a balance in ensuring lessons learned are passed through the supply chain onto future projects, and the opportunity for innovation and a different approach is supported to benefit the ongoing HDV business.

The HDV will follow the principles of the Procurement Strategy set out earlier, ensuring that the appointment of consultants supports the wider socio-economic objectives of the partnership.

Given the diversity of size, scope and value of work in each project or phase, a Consultant Strategy will be agreed and developed as part of the governance process. This approach will generate a diversity of potential appointments ranging from small one-man-band Haringey based consultancies, through to internationally renowned, award-winning, multi-disciplinary consultants.

A typical consultant procurement process will follow the process already mapped out in Schedule 4 of the Members Agreement, such that at the project / phase Business Plan approval stage a Procurement Strategy will be submitted to the HDV for approval:

- A PQQ process to select a shortlist of key design consultants by discipline (e.g. architects, structural and civil engineers, mechanical, electrical and public health engineers); this shortlist should have six consultants (unless otherwise justified); followed by proposed criterion for final selection.
- For other consultants (e.g. acousticians, fire engineers) agreed assessment and selection criteria, subject to the general requirements of Schedule 4.
- The use of framework agreements across phases/projects (procured following the principles of Schedule 4) for some specialist consultants and services may also be considered.

2.4.2.1 Initial Professional Core Team

Through the bid process Lendlease selected partners that best complemented and supported the Business Plan requirements. Companies who have supported the bid are set out in the table 2.4 below.

Table 2-4 Professional disciplines that have supported the bid to date. [Redacted material]

Service	
Affordable Housing Advisor	Strategic and market data
Planning	Strategic and detailed planning support
CPO Advisor	CPO schedules and estimates
Masterplanning and Architecture	
Northumberland Park Design	Phase 1 Northumberland Park & school
	Master-planning
Cranwood Design	Initial design
Wood Green Design	Master-planning
MEPH	Including Energy and District Heating
General Engineering Services	Including transportation
Property Agents	Industrial agents (Investment / Commercial Portfolio)
Retail Agents	Existing retail (Investment / Commercial Portfolio)

The procurement of professionals by the HDV will be subject to the agreed procurement policies. No pre-existing commitments have been made with the current parties. Whilst each of the parties identified above are expected to continue to provide value for money, the decision about ongoing supplier selection will ultimately rest with HDV; to ensure the HDV has full flexibility from the outset.

2.4.2.2 The Wider Supply Chain and Corporate Services

As an HDV partner, Lendlease can offer an integrated service in all aspects of Development, Construction and Investment Management. There is therefore the opportunity for the HDV to

purchase additional corporate services from Lendlease if required, as set out in more detail in the Finance and Commercial section of this Business Plan.

There is no wider commitment to Lendlease though, other than the services for which legal agreements are in place, and if additional services are procured it is expected that they will be market tested and demonstrated to provide value for money.

We would propose some continuity of this wider supply chain, where appropriate, once in delivery, but always subject to the choice of HDV.

2.4.3 Main Contractor

Due to the diverse nature of projects, it is expected that the HDV will utilise the services of a number of lead contractors as part of the delivery of the developments.

The HDV has the benefit of a Contractor Framework Agreement to use Lendlease's Construction business, where appropriate which will enable the HDV to experience an overall Lendlease integrated development service, where the specific phase is suited to this.

For certain activities, third-party main contractors may be able to demonstrate a better value proposition through a supply chain configured to smaller scale or sector specialism. The utilisation of diverse third-party main contractors provides HDV with unlimited delivery scale during peak delivery phases. The development and development project management functions ensure that the level of service and delivery certainty is not diminished versus a Lendlease-integrated delivery option.

The approaches to the procurement of main contractors and the Contractor Framework Strategy with Lendlease's Construction business is set out in more detail in the Contractor Framework Agreement.

2.4.3.1 Contractor Framework Quantum and Basis of Agreement

The Contractor Framework Agreement does not give exclusivity to Lendlease Construction (LLC). The agreement has a number of steps and mechanisms to ensure HDV is receiving fair value for money and there are steps to revoke the contractor framework agreement where there is non-performance against KPIs and/or value for money is not delivered. There are steps in the process whereby if HDV (through recommendations from the Independent Verification Team) cannot reach agreement with LLC over how matters are procured, then HDV can choose another construction delivery route.

The Contractor Framework Agreement provides that 40% of the construction work will go to open tender if required by HDV. The 60% balance, delivered by Lendlease Construction, would be by Gross Internal Area and would apply to the vertical plot developments.

2.4.3.2 Lendlease Constructions Importance in Delivering Social and Economic Outcomes for HDV

The use of LLC is important for HDV as not only does it provide an opportunity to leverage a tried-and-tested integrated delivery model, it also underpins the challenging and ambitious social and economic outcomes that HDV is seeking. Many of these results directly or indirectly from interfaces with the construction contractor. HDV is able to put forward ambitious plans and investment in this respect, as it has confidence that LLC will be able to

deliver a substantial portion of the construction activity. LLC is extremely experienced in delivering wider social and economic benefits as part of the core construction activities and has sophisticated systems and process to ensure that these outcomes are effectively delivered over a wide supply chain.

2.4.3.3 HDV Controls on Lendlease Construction

It is important that HDV has suitable controls in place to manage LLC. These controls are identical, irrespective of whether the contractor is LLC or a third-party contractor and are provided by the development project management function. Although using LLC enables Lendlease to deliver a fully integrated offer to HDV, LLC is not self-managing; irrespective of whether the project is being delivered in a JV, or by Lendlease alone, the development project management service is the "client" for LLC, ensuring good discipline, quality and value are delivered to maximise development outcomes.

Management of LLC by HDV will be underpinned by the following:

- HDV Development Project Management Controls: Development project management development services will provide day-to-day management and report to the HDV Board both for gateway approvals and for routine monthly reporting. These processes and governance will be consistent across the HDV projects regardless of contractor;
- Transparent and Value for Money (VFM) Procurement Methodology: Trade procurement will be undertaken via a transparent and methodical process whereby HDV have full visibility at regular review and approval gates;
- Independent Value for Money Assessments: HDV will utilise an independent cost, time and administration consultants to verify value for money assessments; and
- Key Performance Indicators: Can be used to demonstrate continual improvement through the project lifecycle and also performance criteria that could give rise to termination of the exclusivity relationship.

2.4.3.4 Third-Party Main Contractor Procurement:

The preferred procurement route will be recommended by the Development Manager to HDV at project definition phase. This process is set out in the Contractor Framework Agreement. In those circumstances where the preferred contractor (Lendlease Construction) is not used, a third-party external contractor will be procured. This will be generally decided by size or sector expertise and would apply to Cranwood and parts of Northumberland Park.

3 HDV LAND AND PRODUCT DELIVERY

3.1 Land Assembly

3.1.1 Conditions Precedent Responsibility

The following table sets out the roles and responsibilities of each party in securing the conditions precedent in the Development Framework Agreement for HDV to draw down Council land.

Table 3-1 Roles and responsibilities

Role	Responsibility
Planning Condition – obtaining outline and/or detailed planning permission in respect of a Category 1 Property or a Phase (as determined by HDV)	HDV – managed by DM
SOS Condition – obtaining Secretary of State consent for the disposal of certain housing/education land	Council
Viability Condition – HDV notifying the Council that the Category 1 Property or Phase is viable as set out in the relevant Development Business Plan	HDV – managed by DM
Business Plan Condition – HDV notifying the Council that a Development Business Plan for the Category 1 Property or Phase has been adopted by HDV	HDV – managed by DM
Vacant Possession Condition – Council to secure vacant/site assembly of the Category 1 Property or Phase	Council
Funding Condition – HDV notifying the Council that funding is secured to carry out and complete the development of the Category 1 Property or Phase	HDV – managed by DM
Lease Condition – HDV and Council agreeing any necessary changes to standard form lease to tailor to the Category 1 Property or Phase	HDV and Council
Progress Condition – Milestones for the relevant development as detailed in the Development Business Plan for the Category 1 Property or Phase have been achieved	Council to be satisfied

In addition, for both Northumberland Park and Cranwood, the Disposal Condition must be satisfied before either site may be brought forward for development by the HDV. The Disposal Condition requires a fresh decision of the Council, following compliance with its statutory and other consultation obligations, to include the site within the HDV, by means of disposal.

3.1.2 The Acquisition of Third-Party Land and Compulsory Purchase Orders

It has been agreed that where the redline boundary of a proposed development site includes both Council and non-Council owned land and the use of CPO powers to acquire some or all of such interests is proposed, then the Council will retain control over and responsibility for negotiations with estate residents (including its secure tenants, other tenants and

leaseholders). The HDV will have responsibility for negotiations with all non-estate, third-party private land owners and tenants. It is anticipated that each party would provide assistance and information to the other in relation to these negotiations and the parties will be able to agree to vary those responsibilities in respect of particular interests or categories of interests.

To deliver the HDV's vision for regeneration it may be necessary to acquire significant areas of existing non-Council owned properties such as private residences in Northumberland Park or businesses in Wood Green, these have been clearly set out in the appendices of the relevant Business Plans. Based on the requirements of indicative masterplans being proposed, Lendlease has prepared a detailed report produced by Matthew Bodley Associates which schedules all the properties and cost estimates for their acquisition based on the information currently available. This has been used to inform the HDV financial model assumptions.

Within the context of non-estate owner/occupiers, HDV will be responsible for identifying the potential requirement for the Council to use CPO powers and will support the Council to manage the process up to the point of the Council resolving to make and pursue a CPO.

The HDV would initially try and procure the relevant property interests by negotiation or private treaty. However, at the outset HDV will need the support of the Council through its demonstrable and vocal commitment to use compulsory purchase powers to initiate development, where it is satisfied that there is a compelling case in the public interest and that adequate negotiations have taken place in accordance with relevant guidance and policy.

The approach HDV will take in respect of each asset will be dependent on a variety of factors, and actions will depend upon the nature and aspirations of each of the existing owners. Asset specific strategies will need to be adopted, having due regard to the circumstances surrounding each individual site / owner. The following sections illustrate the matters that will need to be considered within the context of non-estate third party private land owners and tenants.

3.1.2.1 Third-Party Negotiations

The HDV will recognise that different owners and businesses have differing objectives. Therefore, a flexible approach will be necessary and consideration given to a range of alternative contractual options such as conditional agreements, sale and leasebacks. It will also consider a contribution towards relocation costs prior to it being incurred to reduce any financial hardship for the business owner.

The HDV also has the ability within its regeneration to offer relocation of businesses within the new schemes, or if appropriate, opportunities within the commercial portfolio. The proposed HDV offer to resident leaseholders is set out in detail in the Northumberland Park Business Plan.

3.1.3 The Decision as to Which Assets to Acquire

Where possible the HDV will always try to acquire assets without the need of CPO powers. The HDV will look for opportune times to commence negotiations (such as at lease expiration), and endeavour to structure acquisitions and subsequent development programmes around the needs of existing owners and occupational businesses as far as reasonably practicable.

3.1.4 The Timing of Acquisitions and Securing Vacant Possession

Ideally, a gradual release of accommodation as the relevant schemes progress would be the preferred approach, minimising capital outlay but ensuring security of possession by the development date and a deal that represents overall value for money for HDV. Although achieving mutually acceptable terms with all parties involved in acquiring required sites is a preference, the possibility of the need for a more proactive policy cannot be excluded. This may result in a disparity in the timing of acquisitions with regard to the relevant development programme itself and in these cases assets would be managed on an acquisition and investment basis until they are ready to be utilised for development.

3.1.4.1 Private Treaty/Negotiated Settlements

Where sites can be acquired earlier than necessary on acceptable terms, agreement will be made with the Council whether the Council or HDV acquires the relevant site and the appropriate method for funding. In the case of investment properties, it may be possible to secure vacant possession simply through the provisions of the Landlord and Tenant Act on expiry of a lease, or via a private treaty or negotiated settlement. By providing alternative or new accommodation within the redevelopments, vacant possession could be secured in a cooperative way.

3.1.4.2 Joint Venture Agreements

It may also be possible for HDV to enter joint ventures, or formalised profit sharing positions with third-party owners who wish to maintain an interest within any redevelopment that takes place.

These may take the form of a base payment for a site followed by some form of overage provision or top-up payment dependent on the form of development, or its value upon completion. This will be the subject of detailed negotiation.

More challenging will be scenarios where the existing owner wishes to take forward development either jointly with HDV, or independently, but in accordance with the indicative masterplan. Under either scenario, the need to work in accordance with the indicative masterplan is paramount, both in terms of phasing and built form. For smaller, distinct projects the opportunity to work in joint venture with smaller developers/landowners will be encouraged, and this could be an interesting way to diversify the funding risks, and bring more product to the market at an early stage, as well as potentially involving a wider local supply chain.

Lendlease, as the Development Manager for the HDV, has significant experience in past projects of synergies between smaller groups and the main developer (with specific local knowledge and expertise) being a way to potentially optimise outcomes.

3.1.5 The Compulsory Purchase Process

Once HDV is established, it would be prudent to reinforce the definitive statement made by the Council, outlining its determination to take the regeneration forward, and its commitment to use CPO powers where it is satisfied that there is a compelling case in the public interest and that sufficient negotiations have taken place in accordance with relevant guidance and policy. This will assist in commencing and managing negotiations. For further detail on the process refer to the Land Assembly Agreement.

It is anticipated that the period between the formation of the HDV and its readiness to submit planning applications will be sufficient to enter negotiations with landowners and occupiers to a point where there is sufficient confidence to progress with an acquisition or otherwise. By this point it is anticipated that all necessary groundwork to enable the Council to consider making and pursuing a CPO will have been undertaken. It is understood that the Council will retain control over the appropriate power under which a CPO may be made but will consider representations from HDV. Where negotiations with estate residents are required, HDV will work alongside the Council.

If terms of the acquisitions involved have not been agreed by the submission date of a relevant planning application, HDV will request that the Council seeks a resolution to pursue a CPO. Assuming that the resolution is positive, negotiations would continue in parallel with the preparation and making of the CPO by the Council and its serving of all appropriate notices alongside the requisite publicity. It is clearly a complicated and detailed process and will require close co-working between HDV and the Council. The CPO process would ensure that a timetable is in place to move towards a compulsory acquisition if required. However, ongoing negotiations will help to build a good working relationship with those whose interests are affected and will demonstrate that the Council and HDV is willing to be open and to treat their concerns with respect. Such negotiations can then help to save time at the formal CPO objection stage by minimising misunderstandings and reducing negative perceptions.

If a CPO process is required, it is currently foreseen to evolve as follows:



Figure 3-1 A CPO process that will deliver a robust outcome

Negotiations will continue throughout this process, and it is assumed that the Inspector finds in favour of the order. A robust and credible argument will need to be made so that there is a compelling case in the public interest, which stresses the indicative masterplan approach and total benefits of the scheme including wider social and economic benefits.

By way of example, if planning powers are used, this would demonstrate that significant improvements to social, environmental and economic well-being would be unlikely to be

achieved without a CPO to ensure a co-ordinated approach to development. This would feed into the Council's statement of reasons.

3.1.6 Timetable

The HDV programme includes realistic timelines for achieving this complicated process. An indicative timetable of the key stages of the CPO process is as follows:

Phase	Time (months)
Preparatory phase – up to making of CPO	3-6
Inquiry phase – from making CPO to Inquiry	6-9
Decision – from close of inquiry to Secretary of State's decision	4-6
Implementation	3 (or longer)
Total	18-24

Table 3-2 A secure process for delivering CPO outcomes(indicative timetable)

In order to save time and money, all potential cases should be heard at the inquiry, and similarly all outstanding settlements dealt with by the Lands Tribunal simultaneously.

3.1.7 The Cost of Compulsory Purchase

Further details of how HDV can agree with the Council funding for land acquisition costs are set out in the finance and commercial section of this Business Plan and the legal agreements. Ultimately, HDV will be responsible for all land assembly costs (and interest on money loaned to the Council for direct acquisition costs) for development sites, once land drawdown for Council land is confirmed.

The basis for compensation to dispossessed land owners is related to a combination of the market value of their interest together with disturbance payments. The market value is based upon value in the non-scheme world, and reflects not just existing use value but the value of any development potential that could have been realised in the absence of the scheme. There is likely to be a considerable amount of town planning effort required in this instance to establish the principles of the non-scheme world.

However, HDV's Valuers would also have regard to the effect of betterment, in cases where landowners additionally have interests that are not being taken. Similarly, disturbance payments will need to be assessed upon a comprehensive understanding of occupiers' businesses and the scope for equivalent reinstatement as opposed to extinguishment. The whole process has to be based upon the firm foundation of a proper understanding of all of the interests (both land ownerships and tenancies) as well as comprehensive market knowledge.

A key consideration will be the number of CPOs that are needed for the HDV; several CPOs are likely to be needed for Northumberland Park, though it is anticipated that Wood Green may be able to be undertaken with a single process.

In choosing the approach the following aspects will be considered:

- Timing and phasing of delivery – once a CPO is confirmed it has to be implemented within three years;

- Risk – the CPO process carries risk;
- Cost – there are likely to be economies of running a single CPO as compared to a number of smaller ones;
- Compensation – if multiple CPOs are pursued, landowners in later phases may seek to claim valuation uplifts to reflect an improvement of the area resulting from works undertaken under earlier phases; and
- Justification for latter phases of the scheme – there is a slight risk that if an initial CPO delivers the infrastructure across the entire scheme area then it would be easier for landowners in a subsequent CPO to argue that they could carry out their own independent scheme.

The biggest issue which is relevant to the number of CPOs is the timing and phasing of the development proposals.

3.2 Category 2 Properties

These opportunities are vital to how HDV develops as a long-term business to drive the wider transformation and regeneration agenda across Haringey.

Category 2 Properties included in the HDV's indicative programme are as follows:

- SA63 Broadwater Farm Area N17
- SA66 Leabank & Lemsford Close N15
- SA56 Park Grove (inc Durnsford Road) N11
- SA54 Tunnel Gardens (inc. Blake Road) N11
- SS3 Turner Avenue / Brunel Walk N15
- TG3 Reynardson Court N17
- Demountables – Watts Close N15 / Barbara Hucklesbury N22
- Fred Morfill House, Bounds Green Rd, N11
- Land to rear of Muswell Hill Library N10

A high-level review of the above properties has been undertaken to obtain existing details and identify issues associated with potential future regeneration opportunities. This review has considered site extent, existing use, social and economic need, town planning considerations and land assembly. Property Overviews for each property have been created and are provided in Appendix 3. This review has enabled the properties to be grouped with a suggested indicative timeline to bring forward Proposal documentation in the future. These indicative timescales are provided in the Category 2 and 3 Properties Indicative Programme (see Appendix 4). The groupings reflect the amount of time considered necessary to develop a Proposal document for each property. As set out in Schedule 8 of the HDV Member's Agreement these Proposal documents will be submitted to Haringey Council for review and approval to enable the HDV to then develop full Business Plans.

Separate teams will work up each initial Business Plan to assess the opportunity for these schemes under HDV Board's guidance. A detailed programme of engagement will be agreed with the Council to develop these to a full Business Plan and implementation stage.

The initial Business Plan will set out the proposed timescales for agreement of all required details and this will be influenced by, and include input from Members and Officers as to requirements and timescales for the specific site.

3.3 Category 3 Properties

The proposal for Category 3 Properties (which are not necessarily within Council ownership) is that HDV will consider other land assembly opportunities that could potentially improve options for rehousing, social and economic enhancements and therefore provide opportunities to build on the longer-term vision and ambitions of HDV.

As part of the business planning process, opportunities will be identified and put forward to the Council where Category 3 Properties could benefit the Commercial Portfolio through enhancing the ability to cluster investments to amplify impact.

The phasing of the Business Plans for Category 1 sites is not reliant on acquiring any Category 3 Properties, but they may present improved opportunities for rehousing, or potential extension of development and would be continually evaluated to assess any changes in potential opportunity during the annual business planning cycle.

3.4 Further Acquisitions

HDV may have opportunity and reasons to acquire additional assets over the life of the project to achieve longer-term strategic goals, such as to creating HDV-branded clustering in the commercial portfolio, or wider town centre impact at Wood Green.

Further acquisitions may also be part of the process to speed up the current Category 1 phasing or future Category 2 Properties, by providing wider rehousing opportunities. All opportunities will be business case led and appropriate funding agreed between the HDV partners in accordance with the Members Agreement and the Finance and Commercial Business Plan.

3.5 Rehousing Proposed Regeneration Land

3.5.1 Rehousing Plan

If the Council decides to bring forward Northumberland Park for development by the HDV, HDV will be required to rehouse the households at the site where possible to make land available to create early transformation in the initial development phases, that will win the hearts and minds of residents. The rights and needs of current residents are fundamental to the success of the regeneration, and in setting a positive tone for the years of development to come. Existing residents will be the first occupants of the new housing completed in the regeneration. The sensitivity and communication to ensure this process is delivered successfully will be supported by HDV in partnership with Council and Homes for Haringey.

Should there be any delays and complications with proposed rehousing options on the Category 1 sites then there are a range of alternative rehousing options for relocation, that the Council will consider, including the acquisition of third-party land, S106 housing within the borough, development of Commercial Portfolio sites. If neither of the Category 1 sites nor any of these alternative options can be delivered to the necessary programme, then the

delivery of Northumberland Park is still achievable, albeit across a longer timescale (2-4yrs). Consideration of how such a delay to the programme could be mitigated with alternative scenarios.

[Redacted material]

3.5.1.1 Initial Indicative Phasing Sequence

[Redacted material]

3.5.1.2 Preferred Indicative Phasing Sequence

[Redacted material]

3.5.1.3 Alternative Rehousing Options

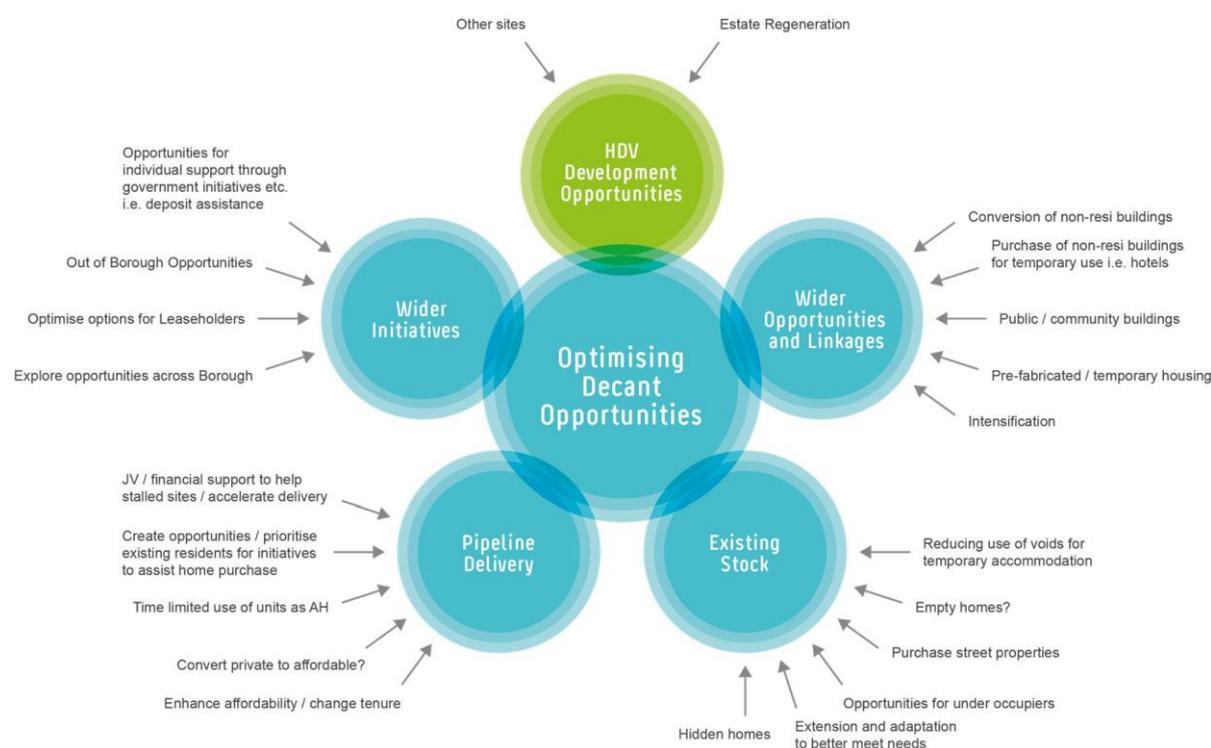


Figure 3-2 Exploring alternative resident rehousing options

As the indicative masterplan and phasing develops and resident engagement deepens, the HDV rehousing plan needs to retain flexibility alongside the Council, the HDV will continue to consider the range of alternative rehousing options for relocation, including the acquisition of third-party land, S106 housing within the borough and development of Commercial Portfolio sites to ensure delivery expectations are met.

3.5.2 S105 Consultation

Section 105 of the Housing Act 1985 places a legal obligation on the Council to make and maintain such arrangements as it considers appropriate to consult with its secure (and demoted) tenants who are likely to be substantially affected by a matter of housing

management. While this obligation to consult is a matter entirely for the Council, HDV will take steps to assist the Council where appropriate.

3.5.3 Housing Management

Existing residents of the estate, in particular Council tenants and leaseholders, benefit from services offered by Homes for Haringey. These include asset management, estate management, housing management, repairs and maintenance, resident support and community development. Many of these services are accessed on a daily basis by residents, whilst others are accessed less regularly or not at all. Similarly, some are statutory services that Homes for Haringey are required to provide, whereas others are discretionary.

Homes for Haringey has established teams working across this range of disciplines; they know the local communities and have relationships that will be invaluable to building and maintaining confidence in HDV proposals.

Maintaining continuity in these relationships, with support from HDV as necessary, will establish trust amongst the community during the acquisition and rehousing phases. In addition, there will be opportunities for HDV to supplement Homes for Haringey's existing resource and enhance and extend their existing services. This will help to further build community resilience and capacity, and drive the objectives of HDV.

The Council will be responsible for managing the statutory S105 obligations with support from Homes for Haringey, agreeing the rehousing plans with tenants and leaseholders, and managing the transition of the existing estate into the new neighbourhoods.

An illustration of how partnering on the roles and responsibilities in this rehousing process could work is set out below:

Task	HDV	Homes for Haringey
Agree Rehousing Strategy	✓	✓
Agree Communication Strategy	✓	✓
Undertake needs assessments of existing residents		✓
Identify vulnerable tenants/special requirements		✓
Maintain household data following needs assessment		✓
Undertake detailed needs assessment/verification		✓
Establish rehousing team		✓
Develop housing options for residents	✓	✓
Choice of specification – fixtures and fittings	✓	✓
Resident rehousing		✓
Set up resident steering group	✓	✓
Serve notice on secure tenants		✓
Administer home loss and disturbance		✓
Agree leaseholder packages	✓	
Arrange removals and disconnections		✓
Handovers and viewing of new homes (incl. snagging)	✓	✓

Table 3-3 Optimising S105 responsibilities between the HDV and the Council (with HfH support)

In taking a partnership approach to these services, residents will be able to access coherent information on the regeneration from one source at the Regeneration Hub.

This one-stop-shop for residents will provide clarity and support. Homes for Haringey staff will be offered desk space in HDV offices as part of this partnership to aid integration.

Through engagement, residents will help to shape the portfolio of management services provided in the completed regeneration. HDV has the potential, with no pre-agreed affordable provider or manager, to foster an ongoing relationship with Homes for Haringey, should this be appropriate for service delivery and represent value for money.

4 DELIVERING OUTSTANDING PRODUCT

4.1 Forecast of Housing Delivery and Assets Under Management

Within seven years, the HDV will have successfully delivered: (target programme)

- Over 800 affordable homes
- A new school
- Circa 1,500 new PRS and OMS homes
- Circa 8,000m² of new retail and community space
- Circa 5,000m² of new commercial working space

Delivery of quality product on this scale will achieve a momentum and regeneration of place that will transform the Category 1 sites and provide a strong foundation for the completion of these developments and wider success of the HDV business.

In this section, an overview of the general delivery approach for each type of product is set out, that would then be applied to and tailored for individual developments.

4.2 Affordable Housing

4.2.1 Level of Affordable Housing

Affordable housing (including social housing) is modelled in this Business Plan at a 40% target level in total across the three Category 1 sites.

The exact mix of affordable housing components assumed is set out in the Finance and Commercial section of this HDV Strategic Business Plan. This section of the Business Plan also explains how this level of affordable housing is a balance designed to achieve policy outcomes. But it does have some significant commercial impacts that HDV will need to actively manage.

Delivery of affordable housing is recognised as being a key strategic aim of HDV to support the Council's wider ambitions for housing delivery and to create a balanced and varied community outcome. Affordable housing at this level is challenging to deliver commercially, particularly at the early stages of a large-scale regeneration project, when mobilisation and infrastructure costs are high and revenues have not yet benefited from the place making and regeneration uplift. The HDV will work with the Council to continually balance the ambitions between delivering a level of affordable housing that exceeds many schemes in London and the Mayor's ambitions, whilst ensuring that development continues to be commercially viable, and maintains momentum.

4.2.2 Product Delivery

The HDV will commit to delivering tenure-blind affordable housing, with a balance of different types of homes, offering quality, affordability and sustainability for current and future generations. As referenced in Haringey's Housing Strategy and in line with Lendlease's standard approach, engagement with residents and communities will be critical from day one so that decisions and service improvements are shaped by what they want. The HDV will

implement a Resident Strategy to ensure that residents are involved consistently through the process. This is detailed in the Northumberland Park Business Plan.

The HDV is committed to building the same high-quality homes, regardless of the end user or tenure. The approach is to properly understand the end user requirements - generally a Registered Provider (RP) - and to specify the finishes to meet those requirements. This will mean that there will be subtle variations in the specifications but that the fundamentals of the buildings are no different to the Open Market Sales (OMS) product. HDV will work with the Council and Homes for Haringey to develop an HDV affordable specification, and this would be incorporated into the Product Book.

4.2.3 'Buyer Agnostic' Strategy

[Redacted material]

4.2.4 An HDV Entity as a RP

A strategy that will require jointly Lendlease and Council development is the potential for the HDV to form an entity that would be eligible to act as an RP. This would enable the HDV to take a long-term investment position in affordable housing across the borough, and potentially lead to a revenue-generating portfolio that could even expand farther than the borough to other Lendlease developments and beyond.

Any decision to pursue this Strategy would be taken by the HDV Board.

4.3 Affordable Housing Grants

The base Business Plan does not include any provision of grant funding, an initial position requested by the Council. It is very likely though that HDV will be able to secure grant funding to aid the delivery of affordable housing, particularly in Northumberland Park, given the overriding case for housing change to support wider economic and social improvements.

As set out in further detail in the "menu of options" in the finance and commercial section of this Strategic Business Plan, grant funding would be highly beneficial to HDV in developing the Category 1 sites, and, in particular, Northumberland Park. In the event of a challenge to Business Plan viability, it may alleviate early phase infrastructure challenges, through providing specific funding for upgraded utilities and transport connections. It may also enable HDV to maintain a higher level of affordable housing provision than would otherwise be possible.

4.4 Affordable Ownership and Funding Selection Process

It is important that the HDV retains the choice of options for the ownership and management of housing, for the purposes of scheme design, business planning and for consultation with tenants at the appropriate time.

It would be unwise to fix a position on this as housing policy, including rent policy may vary from time to time changing the most advantageous approach for the HDV, its members and its tenants and customers.

For ease of understanding and avoiding complexity based on as yet unknown options, HDV's financial model has been established on the basis of a forward sale of affordable housing to a Registered Provider, or an institutional investor.

On commencement of each phase / plot the HDV will decide the most appropriate affordable housing sale or hold option to proceed with, whilst still achieving the viability criteria required to commence each phase / plot.

Options available for the HDV to consider may include for the housing to be held in HDV, in its subsidiaries or the following list below:

1. Sell to a RP (competitive process to selective appropriate provider);
2. Transfer to Council ownership (grant or Council funding or via Council JV returns);
3. Joint ownership HDV and a RP (HDV as a part funder / investor);
4. Joint ownership Council and RP (Council as a part funder / investor via JV returns);
and
5. HDV set up RP and retain ownership.

The process HDV will follow to understand the optimal solution for the Affordable component of a give phase will be as follows:



Figure 4-2 Affordable ownership and funding selection process

4.5 Procurement of a RP

The HDV would follow a competitive process to appoint a RP if that was decided as the HDV preferred option. This process includes strategic approach and evaluation criteria that could be adopted to ensure a best value outcome for the HDV and the Council.

4.6 Open Market Sale (OMS)

4.6.1 Product Delivery

HDV Open Market Sale (OMS) homes need to be of high-quality design and finish to ensure that they deliver transformation of place, including changing the perception and reputation of the areas being developed, meet both the aspirations and needs of buyers, and endure for future generations. In a tenure-blind environment, private homes for sale also set the benchmark for the overall area, as affordable homes will be externally identical, supporting social and community cohesion.

HDV will deliver a range of OMS product, and delivery will need to ensure that design aspirations are met and that the delivery process does not in any way dilute product quality and outcomes. The ability of Lendlease to provide a development management and project management service to HDV is important in ensuring this. The project management service in particular has intimate product knowledge and focus, to protect and deliver product

outcomes. For example, often during a value engineering process, which can generate very positive cost and efficiency outcomes, focus on the product outcomes can be lost as the project management service is not close to this end-product detail. Using Lendlease services, HDV will avoid this risk as at all times focus is on the product that the end customer will receive and ensuring it is high-quality and will fulfil its ambition to be transformational.

Full details of the design approach for proposed HDV developments and the associated product are set out in the HDV Place Making Business Plans and in more detail within the individual development Business Plans.

4.6.2 Application of the Product Book

[Redacted material]

4.6.3 Approach to Building Design

4.6.3.1 Building Flexibility and Adaptability

[Redacted material]

4.6.3.2 Appropriate Design, Layout and Orientation

[Redacted material]

4.6.3.3 Sustainability

All HDV product will encompass the HDV sustainability approach set out in more detail in the place making section of this HDV Strategic Business Plan. Measures such as improved internal air quality, smart metering and innovation to minimise water usage will be standard, and is a potential key differentiator and value driver for HDV.

HDV may choose to specifically design and deliver very highly sustainable and energy efficient product as a way of differentiating product and fulfilling wider environmental commitments. Lendlease can support HDV with developing these ideas to fulfil both place and product ambitions. Lendlease experience includes the unique development of Passivhaus standard product at Elephant & Castle, and the use of cross-laminated timber (CLT) to deliver highly airtight and insulated homes that are also very efficient to build and deliver.

4.7 Private Rental Sector

4.7.1 Flexibility in Delivery of Private Rental Sector (PRS) Product

The HDV PRS product should be considered in the context of being good homes that people want to rent, as opposed to a product that can only service a rental market or a product that is in anyway “inferior”.

When compiling delivery plans for developments, HDV will need to retain flexibility to respond to the market and to potentially switch between OMS and PRS depending on market strength and absorption rates.

The HDV approach will therefore be to design and deliver all product as excellent quality housing, with quality finishing and design, but in the design and delivery process to tailor where appropriate for a rental market. Two main areas will need to be considered for delivery of rental product:

1. **Amenity:** people renting often require and are willing to pay extra for amenities such as gyms and communal spaces. The mix of people who tend to rent gives a higher demand for these additional amenity features versus the mix of those buying Open Market product.
2. **Management:** great customer service, a strong brand and a good choice of amenities is critical in delivering PRS product. The management approach should be overlaid at design stage, so that the requirements for additional facilities to provide these can be properly incorporated.

To retain flexibility in design and delivery between OMS and PRS, there are innovative solutions that can be used to mould a core OMS product that has been well designed to a successful PRS product with very few changes. For example, use of “podium extensions” to give additional amenity space at the bottom of the building can work well, and wider innovations in the management approach can drive efficiency and minimise any limitations through product and design that has retained OMS flexibility and not been specifically configured for PRS.

A Product Book approach similar to the OMS approach, but tailored for PRS, is being developed by Lendlease and will be available for HDV to use. This will drive efficiency and standardisation benefits where a firm decision on the PRS nature of the product has been made.

Lendlease will support HDV as development and project manager in delivering PRS product that is flexible and drives asset value, as well as exciting renters and thereby installing pride and respect for the community. This is something that can often be lost in communities with a high proportion of rented homes.

4.8 Office

The HDV commercial product will accommodate ways in which a tenant can integrate, collaborate and socialise within a floor or on multiple linked floors; delivering a complete agile workplace offering. Sustainable design, engineered structural grids, cores, floorplate dimensions, façade options and building services are all efficiently planned for optimum cost and user benefit. A smart building overlay ensures that the building space will function to the highest technological tenant demands.

Health and wellbeing will be at the core of the commercial product. Through large floorplates to suit agile working, interconnecting stairwells to promote tenant movement and health, together with 100% fresh air with maximum daylight to support employee wellbeing, the HDV will bring an exciting new office offering to the Haringey market - which strives to provide a work/live environment that matches the ‘20-minute walkable city’ or the ‘12-minute work life’ concepts.

4.9 Retail

The retail sector (which for the purposes of this Business Plan includes catering and leisure uses) is a fast changing one and it is essential that flexibility and adaptability are considered as part of the design process. It is important to ensure that ground floor activation works are part of sometimes significantly larger, multi-occupancy buildings. Therefore, developing a robust ground floor activation brief at the concept design stage (as part of the wider Place Making Strategy) is important to consider the technical and operational requirements of the building upfront, which could be several years prior to leasing discussions with operators.

Each project will be resourced with an experienced retail Development Manager. They will be responsible for the delivery of the retail uses and work with the development project management, delivery, marketing and estates teams to ensure that the offer is relevant and set up for long-term success.

A Retail Strategy is prepared which will cover all stages of the retail design, leasing and delivery process, but specifically; greater detail around the requirements of the project design brief, how the retail uses contribute to the character of the place being created, the technical specification and shopfront design, tenant mix and estate management.

The level of occupier collaboration required will vary depending on the operator, the location and unit typology. Typically, the development management and delivery team will work with the tenant to help understand their aspirations for the look and feel of the unit, assisting them, if required, with the process of seeking approvals (both statutory and landlord). Units tend to be handed over in either shell and core state, for larger units or for more established operators, but for smaller tenants or spaces it is more likely that a 'white box' specification could be more appropriate. As part of the estate-wide management regime, ongoing leasing and tenant management will be key to ensuring the continuing success of the retail offer.

This success will be achieved by proactive and experienced estate management and curation of the retail interfaces which includes, and increases the presence of meanwhile uses, activities and events in the public realm.

4.10 Delivery of Social Infrastructure

The HDV will be expected to deliver a wide range of social infrastructure to support delivery of housing, retail and commercial spaces, to create place and to deliver social and economic outcomes.

The Category 1 Business Plans specifically address the approach to the new school, health and wellbeing centre and the public realm. For other community infrastructure, both forecast and yet to be determined, the following simple principles will underpin the delivery approach:

- HDV will assist the Council and local community in securing the necessary funding to both build and operate the required facilities and services, including how they may be kept in community ownership;
- Priority will be given to supporting responses where the context and supply provision (healthcare, dentistry, childcare etc.) has clearly more significant need;

- 
- Delivery will encompass support for wider socio-economic outcomes, for example, by generating employment and training;
 - HDV will assist statutory and existing providers in ensuring new services enhance, add value and compliment, rather than cannibalise, the existing provisions; and
 - An approach that designs buildings/facilities that can be adopted to future requirements will be prioritised.

5 HDV PLANNING, DESIGN AND CONSTRUCTION DELIVERY

5.1 Planning Strategy

Unlike any other developer operating in the borough, the HDV has access to a significant and varied portfolio of sites. The HDV is consequently able to make site-specific decisions within the context of a much wider Corporate Strategy, balancing strategic and local planning objectives over the lifespan of the business.

Structured successfully, this allows planning decisions on individual HDV sites to be made by the Local Planning Council (LPA) within the context of an agreed borough-wide approach to delivering strategic planning benefits across relevant HDV sites. This strategic approach in principle was agreed at Lendlease's pre-application discussions during the bid stage. The HDV will work in partnership with the Local Planning Council to agree the details of this mechanism.

To ensure efficient delivery of strategic planning objectives and social outcomes, the parallel processes of regeneration, housing and planning need to be aligned from the outset. This is particularly important in agreeing an approach to strategic issues such as rehousing, affordable housing and employment. The HDV Planning Strategy allows these important issues to be balanced across a portfolio of HDV sites. For example, some HDV sites may be more appropriate for higher density housing development, whilst other HDV sites may be best suited to lower density homes for families, including more affordable housing. When considered together on a portfolio basis, these sites can achieve a balanced policy compliant approach which optimises the potential of the HDV. Individual planning applications will then be assessed against their contribution to these outcomes.

5.1.1 Development Control in Support of Planning Strategy

Establishing the distinction between the commercial interest of the Council as a HDV partner and its role as the Local Planning Council is important early in the process. Teams should give careful thought from the outset on how corporately the HDV and planning will agree on appropriate controls and where those controls need to sit (e.g. Land Agreement / s106). The scale and duration of the HDV, over a number of market cycles, requires a flexible approach. The ability to evolve and review over the life of the HDV is crucial, and the approach to planning and the way decisions are structured should seek to allow this, within the context of agreed principles.

The Council should be directly involved as the strategies are developed, not only as decision makers on planning applications, but also as a link to the local communities impacted by the strategies and decisions. This buy-in ensures decision makers have a shared understanding of the drivers behind HDV applications and how they will be assessed (particularly at committee).

These strategies and the planning control mechanisms need to be agreed in advance of the submission of any substantive planning applications.

5.1.2 A collaborative Approach to Planning

The HDV will agree Planning Performance Agreements (PPAs) for HDV Planning Applications, that set out shared objectives and planning programme commitments, using them as a mechanism for collaborative working. The PPAs will include a detailed schedule of key programme milestones and schedules for engagement with officers, Members, the community, the public, key stakeholders and expert advisers, such as the Quality Review Panel.

5.1.2.1 Affordable Housing and its Impact on Planning Viability

A well-considered affordable housing and Viability Strategy is critical to the Planning Strategy, offering potential to improve scheme feasibility and secure support from stakeholders. The delivery of more homes, including affordable housing, is a key requirement of national, regional and local planning policy, and important to the local community and stakeholders.

The HDV will identify opportunities for tenure innovation, such as intermediate housing solutions and levels of affordability. This approach will enable the delivery of the Council's corporate objectives, will realise the ambitions for the Council's housing in the future and is within the flexibilities of regional and local planning policy.

The HDVs intended approach is set out in the Commercial and Finance Business Plan and will consider the proportion of affordable housing across the HDV portfolio. The HDV will work to complement existing initiatives, deliver value for money solutions and any additionality. This will include looking at hybrid models including discounted PRS being classified as affordable. However, this option has not been included within our base financial appraisal.

The HDV will bring forward phased development in the most efficient way possible and in response to community need and the target market – this will inform the tenures and types of homes we deliver, who we partner with in terms of the management of replacement and new affordable homes, the terms we enter into and how we fund development. For example:

- Private Rental Sector (PRS): is a growing sector and HDV is well placed to benefit from the increasing investment, given the borough's location, the changing quality of the place, pricing and the wider proposals to create a high-quality development;
- Registered Provider (RP): The approach taken does not preclude such partnership. By not committing to a specific RP, the HDV is not limiting the affordable housing scope. The HDV has the opportunity to take a fresh approach and do what is best for Haringey without being influenced by the wider decision making of a RP at this early stage of the projects (i.e. fixed processes, protocols, standardisation, HCA requirements, grant funding bids);
- A baseline of housing categories has been included in the Business Plans, which are expected to flex during consultation with the relevant stakeholders and planning authorities; and
- The HDV can apply for complementary sources of funding, such as London Housing Bank and other regional and national initiatives, which will change over the duration

of the project. More details on this are set out in the finance and commercial section of this HDV Business Plan.

The HDV approach will prioritise transparency in respect of affordable housing and viability through the planning process, building confidence and providing reassurance to all stakeholders that the affordable housing proposals represent the maximum reasonable allocation, having regard to individual site costs, availability of public subsidy, other scheme requirements and economic viability.

Planning submissions will address affordable housing through two key documents:

- Affordable Housing Statement; and
- Financial Appraisal Supporting Statement.

5.1.2.2 Affordable Housing Statement (AHS)

The HDV will prepare an AHS for any planning application comprising residential use, describing the affordable housing proposals and how they have been informed by and support the delivery of affordable housing planning policies. The AHS will explain how the proposals respond to socio-economic challenges and concerns, citing specific guidance and requirements. The HDV will work with the Council's housing team in relation to their priority needs, assumptions on the availability of grant funding, affordability requirements and nominations protocols.

The AHS will provide an overview of how the proposals fit with policy and the description of the affordable housing will include:

- Amount, including differentiation between re-provision and new;
- Tenure, setting out the anticipated tenure but including flexibility;
- Type, whether homes or flats, unit size and number of bed spaces;
- Affordability, having regard to guidance at the time; and
- Terms and tenancy type.

This document will clearly set out any distinction between re-provision and new homes, recognising that whilst there is a commitment to ensuring tenure integration, there will be some aspects of delivery and management that will be distinct. The AHS will address any areas of uncertainty relating to emerging policy and/or areas of policy not relevant, for example on Starter Homes.

This approach will improve transparency, ensuring that the proposed affordable housing is clearly communicated through the planning consultation process. The clarity will also assist expedient finalisation of the s106 agreement.

5.1.2.3 Financial Appraisal Supporting Statement

The determining planning authorities, Haringey and GLA, will require reassurance that the proposed affordable housing represents the maximum reasonable quantum that the scheme can viably support.

Haringey's emerging Policy DM13 seeks 40% of new homes to be affordable. Proposals which offer less than policy compliant levels of affordable housing, will require a viability

submission. The GLA has recently published the consultation draft 'Affordable Housing and Viability' SPG, which promotes a "threshold" of 35% affordable housing; below which, a detailed viability assessment is required.

Specific considerations in considering viability may include:

- **Estate regeneration:** The upfront costs associated with estate regeneration are significant and material when considered in the context of planning viability. Policy is flexible to allow for exceptional costs where estate regeneration is supported by planning policy;
- **Grant funding:** The proposals form part of a Housing Zone and there may be scope to secure funding associated with this. The HDV will explore any opportunities for grants;
- **Affordable housing tenures:** Starter Homes and London Living Rent are both subject to consultation, proposals may need to evidence why these are not being included or show the impact of including such tenures on the overall quantum of affordable housing delivered;
- **Private Rental Sector:** The Council's own policy supports the development of PRS and there is support from the GLA for the delivery of a quality rental sector for London, but it is acknowledged that this may affect scheme viability and the proportion of affordable housing brought forward;
- **Other planning priorities:** consideration may also need to be given to the level of subsidy being directed into other schemes, including Community Infrastructure Levy.

Early appointment of the Independent Assessor is encouraged to enable the team to brief them on the proposals, programme and approach taken to the viability. It is assumed the Council will lead on this appointment following its normal protocols; the GLA's internal viability team will also be in place and will consider the appraisal and conclusions of the Council's independent assessor. Key principles will be agreed with all parties as part of pre-application discussions, providing reassurance that the viability position informing the planning and development process is consistent with the Council's planning department, third parties and other key stakeholders, including the GLA in their role as strategic planning Council.

Specific points that would benefit from being agreed at the outset, to avoid risks of delays and facilitate an effective collaborative approach, include:

- The format and structure of the financial model to be used for the viability;
- The delivery structure of the scheme and the way in which this will be modelled;
- The measure and level of return required and how/when returns are released; and
- The approach to establishing benchmark land value for the purposes of viability.

The key themes which ensure the appraisal is both user friendly and robust are:

- Adherence to industry good practice and the Council's Planning Obligations SPD;
- Transparent calculations, i.e. avoidance of 'black box' type modelling, ensuring that any party can readily understand how the result is calculated;

- Robust evidence base ensuring that all assumptions are bespoke to the scheme, informed by appropriately qualified professionals and supported by relevant comparables;
- Relevant outputs, including scheme financial performance in line with the agreed measures, and other issues relevant to decision making such as the range of household income served by affordable products.

Planning policy can require a review mechanism to be imposed where the amount and type of affordable housing is less than required by policy. The draft GLA Affordable Housing and Viability SPG also provides guidance on when a review mechanism is likely to be required, particularly where less than 35% affordable housing is provided. This is an area of policy subject to on-going change and it will be necessary to consider and agree a consistent approach across the HDV sites at the outset.

5.2 Design Controls

The design philosophy and design approach is detailed within the HDV Strategic Business Plan Place Making.

The HDV will implement a robust and rigorous design control process that operates end-to-end, ensuring cost certainty, quality of product, safety, sustainable outcomes, buildability and value optimisation.

Extensive design control measures are implemented and aligned with the proposed governance process and interim reviews at project levels on a routine basis. This ensures that design is developed in line with the HDV vision and requirements, to the project/phase budget and the agreed business case. Specific additional control measures may be applied to different projects (for example, to reflect the form of contract or specific client requirements) but typical control measures are included below.

5.3 Compass Framework and Governance

Each phase/plot/project team will report upwards monthly, allowing regular senior overview of the design development. At appropriate stages (for example prior to submitting planning), the HDV Board will be required to approve progress to the next stage. Refer to the Delegation Policy for further detail.

5.4 Clear Development Briefing and Project Management Plans

A Development Brief and Project Management Plan will be put in place for each plot/phase/project that aligns with the overarching business plans.

5.5 Value and Cost Management Tools and Processes

The aim is for the HDV to 'consistently provide cost plan certainty' to manage cost and maintain quality throughout utilising a 'design to cost' ethos. Utilising both Lendlease in-house and external PQS resource, will ensure the design meets the brief and achieves the desired standards of quality whilst delivering to budget.

Cost plans will be produced at all key project design stages and put forward for approval at all gateways. During intervening periods, any changes to the project cost plan will be managed via a strict change control process and 'cost running sheet' to ensure changes are clearly identified, managed and addressed as appropriate. Prior to going out to seek tenders from main contractors or supply chain, the team will undertake market testing exercises together with robust internal and external benchmarking across all the key design packages to ensure design, and scope and cost is as finalised. This ensures significant cost certainty prior to going out to formal tender.

5.6 Product and Design Guides

The project teams will establish specific design codes and tools which each of the individual phases and plots will work within and which respond to the local context, constraints and opportunities.

For Reserved Matters Applications, a robust reconciliation process prior to submission will be implemented to ensure that the wider objectives and principles are being delivered within the constraints of any Outline Planning Consent.

5.6.1 Implementation of Building Information Modelling

Building Information Modelling (BIM) will be implemented and managed from the outset of all projects and will enable the various stakeholders, design team, construction team, specialist subcontractors and other supply chain partners to work in collaboration and more efficiently to effectively reduce risk, increase certainty and deliver quality products.

5.6.2 Cross Discipline and Peer Reviews

Lendlease will leverage its internal design and wider specialists to ensure that robust peer and design reviews are conducted throughout the design process.

5.6.3 Regular engagement with Statutory Bodies and Third Parties

To ensure proper alignment there will be full engagement with the relevant warranty providers and Building Control from the early stages for each project.

5.6.4 Implementation of Continuous Improvement

The HDV will need to leverage lessons learnt from early phases to flow through continuous improvement into each new project as it comes forward.

5.6.5 Health, Safety and Wellbeing in Design Reviews

Each project, plot and phase will have its own specific Health, Safety and Wellbeing Plan. The design will respond to these plans with regular workshops being held to ensure delivery on this plan, as well as designing out risks early. These workshops will involve project team members and individuals external to the project to review key areas of the brief and design with the purpose of identifying opportunities and risks.

5.6.6 Robust Contracts, Deliverables and Controls

HDV will let contracts on a plot-by-plot basis, ensuring robust scopes and performance standards directly applicable to the plot are implemented. Robust design deliverables and consultant responsibility delineation will be put in place between the public realm and infrastructure and site-wide teams.

5.7 Construction Delivery

The HDV's approach is founded on several key principles which Lendlease employs on all schemes to ensure certainty in delivery of cost, quality, safety, sustainability and programme. Construction phase delivery controls will be detailed in each Project Management Plan which will be shared with contractors to ensure aligned processes and a common understanding of ways of working between client and contractor.

The key principles and tools HDV will employ include:

- Ensuring a scalable construction approach - undertaking best value assessments to ensure we are leveraging the unique opportunity the scale of the developments offering to the HDV;
- Implement a bespoke contractor Procurement Strategy for each phase, ensuring diversity and depth of supply chain;
- Sharing knowledge across sites and projects, utilising a diverse supply chain and lessons learnt processes to ensure continuous improvement throughout the life of HDV;
- Deploying robust contract administration processes, with clear roles and responsibilities and owners for each element to ensure clarity in communication and timely decision making;
- For large-scale projects, HDV will ensure that the overall site is controlled and managed by a single point of control to ensure safety and coordination of key construction issues through establishment of a site wide team with clear delineations of responsibility between the overall site and the plot teams;
- From early in the design stage we will embed innovative technologies and techniques into our designs to ensure that benefits are derived during the construction phase;
- Have overarching programme and risk management tools that allow co-ordination of the overall development sites and a transparent view on items such as completions and risk.

Ensure a co-ordinated construction phase Communication Strategy to keep residents and stakeholders up to date on the progress and minimise disruption to the local community.

Depending upon the scale and scope of works, the HDV will always seek to leverage economies of scale where it is sensible to do so and without introducing additional risk. In larger phases this could be achieved, by way of example, in the following ways:

- Consolidated site accommodation.
- Logistics coordination and consolidation (and this could in some instances be extended across operation across the borough).
- Utilising specialist contractors (i.e. demolition or piling) across phases and plots;

- Coordinated and phased procurement of framework sub-contractors.

In these, and other cases, these approaches will only be used where there is clear demonstrable value to the HDV and such approaches will be approved and verified by the HDV Board during the formal governance process.

5.7.1 Diversity and Depth of Supply Chain

The HDV will obtain construction services from a diverse and capable supply chain which in turn supports the wider HDV objectives, the required pace and volume of delivery together with embedding lessons learnt, continuous improvement and innovation.

5.7.2 Cross Collaboration and Continual Improvement

The successful implementations of diversity and variety in the supply chain for both main and sub-contractors will bring forward improvement, new products and better ways of working. The HDVs approach will be to leverage this across projects, sites and phases.

5.7.3 Robust Contract Administration

Regardless of the contractor or sub-contractor, HDV will apply the same rigorous standards and consistent approach and processes to the governance, procurement and management of all construction services. This will enable proper, transparent and objective benchmarking of performance and in such a way that information is presented to HDV Management and Board consistently.

The general management of contractor performance will rest with the development project management function with support from independent Employers Agents as detailed in the Contractor Framework Agreement.

5.7.4 Managing Change

Change is anything that will cause an impact to the delivery of a project, phase or plot in terms of time, cost and quality. In any programme, change is an inevitable and an expected part of the delivery process. This should not be a cause for concern, as it can be positively embraced to seek continuous improvement and to refine design and delivery methods and encourage innovation.

The degree to which a change is significant will be dependent on its impact, the project brief and requirements. Low level and regular change occurs on every project and this should be administered appropriately and sensitively by management teams within delegated levels of Council.

The HDV will manage change during the construction phase through having a clearly defined change management process and undertake regular change control review meetings between the client and contractor to proactively resolve issues.

5.7.5 Public Realm and Infrastructure

The HDVs approach to all works outside specific plot boundaries will be to manage this through the relevant Public Realm and Infrastructure Teams and, in line with the risk profile,

to manage works under a Construction Management approach. This allows the HDV to retain overall control over utility and infrastructure delivery, to properly coordinate activities and logistics across all projects, phases and plots and the various contracting entities. As such the relevant Public Realm and Infrastructure Teams will manage the following key activities:

- Overall strategic planning and delivery of network infrastructure and public realm outside of plot boundaries;
- Ensuring all necessary statutory approvals are achieved through early interface with Highways Officers and TfL including S278 and S38 agreements, stopping up orders, etc;
- Site acceptance and consolidation following CPO, purchase and land drawdown;
- Strategic management and coordination of construction logistics including deliveries, consolidation, just-in-time management and co-ordination with other local landowners and developers;
- Management of early work activities, including surveys, asbestos and soft strip, demolition and formation of piling matt;
- Assist the HDV social and economic team with delivery of infrastructure/facilities associated with meanwhile use implementation;
- Wider interface with residents, local businesses and other key stakeholders, facilitating site wide and cross plot updates within newsletters and resident's meetings; and
- Off plot attenuation and Drainage Strategy and implementation.

5.7.6 Co-ordination within the Plot Boundary

To mitigate risk and better define roles and responsibilities the HDV will hand plots/phases over to the vertical build contractors once they have been properly cleared (i.e. demolition completed and piling matt to necessary formation level) such that their Contract is solely focused on the delivering the "vertical" build. There may be exceptions to this: Cranwood, for example, as a standalone project may see the appointed Contractor taking on demolition and wider responsibilities outside the red line boundary.

Outside of the red line boundaries, Contractors would only be expected to provide interfaces with immediate neighbours whilst the HDV (through the Public Realm and Infrastructure Team) maintains wider engagement helping to provide consistency of messaging and single, clear points of contact for the public.

5.7.7 Innovating - Modern Methods of Construction

Category	Description
Off-site manufactured – Volumetric	Three-dimensional units produced in a factory, fully fitted out before being transported to site and stacked onto prepared foundations
Off-site manufactured – Panelised	Flat panel units built in a factory and transported to site for assembly into a three-dimensional structure or to fit within an existing structure
Off-site manufactured - Sub-Assemblies and Components	Larger components that can be incorporated into either conventionally built or MMC dwellings
On-Site manufactured Methods of Construction	Innovative methods of construction used on-site and the use of conventional components in an innovative

Table 5-1 Delivering modern methods of Construction for the HDV

There are a range of innovative approaches in the UK development market to address wider issues of sustainability, speed and price. The HDV will actively seek to further develop methodologies that explore the above systems whilst also addressing wider HDV objectives such as employment opportunities and skills training.

5.7.8 Managing Time

Delivery Programmes for the HDV will be developed and implemented to suit the requirements of each project, phase and plot and to provide the necessary degree of flexibility for analysis, reporting and presentation of progress, risk and cost data such that a fully integrated assessment of the status of the programme may be provided at any time. A hierarchy of programmes will be implemented to ensure that visibility of programme status across all projects within the HDV is readily viewed and critical dependencies are identified.

5.7.8.1 HDV Master Programme

The HDV Master Programme records the key high-level milestones for each site as well as public realm and infrastructure milestone interfaces to ensure appropriate resource allocation and focus.

5.7.8.2 Site Master Programme

The Site Master Programme records the key high-level milestones for each site as well as public realm and infrastructure milestone interfaces to identify critical site wide dependencies and interfaces and allow proactive management. This programme feeds into the HDV Master Programme.

5.7.8.3 Plot/Phase Development Programme

Each individual plot, phase or project will have a Development Programme, providing an overview of the development process and include details on design, statutory approvals, governance, marketing and sales, consultation, delivery and contracting. This will be used to inform the Site Master Programme. Contractors and designers will feed into this programme to ensure robust and achievable assumptions.

5.7.8.4 Medium and Short Range Programmes

Plot/phase teams will implement medium and short-range programmes to manage their day-to-day tasks and undertake a detailed analysis of the critical path of their current phase.

5.7.8.5 Collaborative Programming Process

Where delivery dates lie on the wider critical path, for example where rehousing, CPO and land drawdown, as well as critical interfaces between the site wide and plot teams such as utility connections, is required, our planning team will work with the Development Management and Design Consultants to ensure the projects, plots and phases are appropriately managed to prevent unnecessary restrictions in either phasing and sequencing.

5.7.8.6 Integrated Tools and Approach

The HDV will utilise the enterprise planning tools such as Oracle Primavera P6 for the creation and maintenance the HDV's programme schedules and risk registers etc. The HDV's approach to planning and programme controls is fully integrated with their approach to change management, reporting and resourcing.

5.7.9 Considerate Constructors

All contractors will be required to sign up to the Considerate Constructors Scheme and will be expected to achieve "Performance Beyond Compliance", implement a dedicated construction management plan, including best practice approach to elimination/mitigation of noise, dust and emissions to limit disruption to the local community.

5.8 Interface with Neighbouring Developers and Contractors

The HDV will take a proactive approach to engaging other developers and land owners within the vicinity of the development sites. It is imperative that a relationship is formed with all other local developers and the Council so that respective aspirations are shared and understood, and to enable the formation of a common mutual objective of the improvement of the local area in Haringey. The HDV supports joining a Landowners Forum to collaborate and coordinate a vision for the area.

Providing Added Value

This is a unique opportunity not just to foster good relations but to extend the social and economic benefits that the HDV will deliver. Offering preferential use of the Skills Hub as part of the better prospects agenda or the better health initiatives, for example to Crossrail trainees, which additionally would support the case for bringing Crossrail to the borough.

This concept will also be extended to local Contractors not involved in the HDV supply chain, to create a borough-wide centre of excellence for skills and education, fostering better health opportunities beyond the HDV's influence, driving further benefit to the Haringey and wider community.

There are currently two initial areas that would benefit from the formation of 'Landowner Groups'; around the High Road near Northumberland Park, and the Wood Green town centre.

At Northumberland Park, there will need to be close liaison between Tottenham Hotspur FC, HDV, the Council and High Road West partners to ensure that a common goal of improving the High Road and the surrounding area is understood by all. Facilitating crowd and security management in relation to the stadium will be key for all parties. This will result in a dramatically improved environment in the High Road area when all development works are concluded.

Over time, Network Rail and Abellio West Anglia could also join the Landowner Group to ensure that their rail infrastructure plans are best scheduled.

Similarly, for Wood Green, the Landowner Group could include Capital and Regional as well as key tenants such as Morrison's supermarket and Arriva, so that the improvement works in the town centre are fully understood by all and the team can work together to facilitate coordinated improvements.

5.9 Completions and Handover Process

The HDV will implement sector-specific processes for completions and handover to ensure an effective handover is completed and all HDV risks are mitigated. Features of this process will include:

- A defined handover process between the HDV 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.

5.9.1 Residential Completions and Handover

[Redacted material]

5.9.1.1 Customer Relationship Management

[Redacted material]

5.9.1.1.1 Pre-Completion

[Redacted material]

5.9.1.1.2 Aftersales

[Redacted material]

5.9.2 Public Buildings

Existing public buildings such as Northumberland Park Community (and The Vale) School require a seamless handover and occupation process to ensure continuity in their operations and minimisation of disruption.

Each public building will have an Integrated Transition Plan which will demonstrate the co-ordinated manner in which the HDV and its Supply Chain partners will facilitate the move process. The document will provide comfort on how we will develop, deliver and manage each project through the construction and handover stages of the projects.

Throughout the development of each transition plan HDV will endeavour to achieve the following key objectives:

- Support of the change management process
- Ensure continuity of service
- Affordability

In addition to supporting the key objectives our approach to phasing and rehousing will be developed to:

- Minimise disruption
- Achieve the best value construction programme
- Reduce negative impact on the community

During the construction phase, monthly progress reports will be provided against the integrated transition plan.

In addition, a fully detailed Acceptance and Handover Plan will be developed for each project. The purpose of the Acceptance and Handover Plan is as follows:

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

5.9.3 Offices

Once commercial office tenants have been identified and agreements are in place, the HDV will work with them to refine and agree their requirements.

Commercial office tenants are likely to take the building on the basis of a shell and core or Cat A fit-out, with tenants completing Cat B fit-out with their own appointed contractor on a separate basis. The HDV are however able to offer a fully integrated end-to-end fit-out service to tenants which improves construction efficiencies and provides a single point of ownership from start to finish of the construction process

As a number of the proposed commercial uses are co-located with residential or retail uses careful co-ordination between the tenants fit-out contractors and the other works ongoing within the site will be required, allowing us to ensure activation of the building with fully occupied uses as soon after Practical Completion as possible.

The HDV will appoint Tenancy Co-ordinators to manage the design, approvals, construction co-ordination, utilities works, construction waste, access, handover and occupation process and provide ongoing support post completion to assist with any aftercare requirements.

Dependent on the requirements of the tenant the typical detailed process to ensure smooth transition and handover to the tenant or new landlord is included in the Contactor Framework Agreement.

5.9.4 Retail

Retail tenants are likely to be identified towards the end of the construction period, as such each project will be designed to be in line with the overall Place Making Strategy, ensuring that quality and activation of the space and public realm are achieved.

Each retail space will be designed as a rectilinear block that can easily be subdivided for flexibility to meet tenant requirements. Units will be constructed to shell and core finish with provision of essential services, demising walls, retail shopfronts and back of house access for each unit.

Retail shopfronts will be designed and delivered by the landlord, but the tenant will have the opportunity to provide signage for tenant branding, subject to a Signage Strategy developed by the landlord which is intended to ensure the high quality of the development and not be detrimental to the uses above.

Essential services will include:

- Power supply;
- Water supply – both potable and for AC;
- Gas – for food tenants only;
- Drainage connection for foul water;
- Data connection; and
- Connections for base building fire alarm.

The HDV will implement a 'one opening' policy to ensure that retail tenancies at the base of commercial and residential buildings are operational upon completion of the other uses within the schemes to ensure ground floor activation from Day One of operation.

Once the retail tenant is identified the HDV will work with them to ensure that their specific needs are accommodated. Different typologies of tenants will require differing levels of assistance:

- Market rate retail tenants
- Market rate food and beverage tenants
- Affordable/Incubator tenants

Tenants will be responsible for design of the interior of their space, although designs are subject to approval of the HDV. Tenants will also be provided a fit-out guide for guidance on design standards and technical requirements. Some tenants such as affordable/incubator tenants will be offered assistance with management of the design, approvals and fit out process by the HDV. Where appropriate tenant spaces will also allow the integration of external seating opportunities for restaurants, cafes and coffee shops.

The HDV will appoint Tenancy Co-ordinators to manage the design, approvals, construction coordination, utilities works, construction waste, access, handover and occupation process and provide ongoing support post completion to assist with any aftercare requirements.

5.9.4.1 Market Rate Retail Tenants

Market Rate Retail Tenants will generally have their own fit-out contractors to complete the works and as landlord, HDV will ensure that we maintain approval rights over their designs and works.

5.9.4.2 Market Rate Food and Beverage (F&B) Tenants

Market Rate (F&B) tenants will generally have their own fit out contractors to complete the works and as Landlord, HDV will ensure that we maintain approval rights over their designs and works. F&B tenants generally require more in the way of initial services, with gas required for cooking and extract required to maintain air quality. F&B tenants also require more oversight in terms of their overall Waste Management Strategy as their waste generation is more significant than other forms of retail tenants.

5.9.4.3 Affordable/Incubator Tenants

Affordable or incubator tenants may require assistance and mentoring in terms of the fit-out process including support to:

- Develop designs;
- Ensure statutory approvals; and
- Manage a fit-out contractor, particularly interfacing with a large-scale construction project

The HDV will support the tenant, dependent on level required in the fit-out of the units in more depth than the market rate tenancies.

6 HDV ONGOING MANAGEMENT

6.1 Estate and Neighbourhood Management Delivery Strategy

The establishment of an HDV Estate Management Steering Group will support the long-term strategy and delivery of services, agreeing the HDV approach to estate management across the portfolio, and standardised approach to the quality of service and level of management expected for each site.

[Redacted material]

6.1.1 Operations and Services

This overarching approach will optimise value through effective supply chain partnering at the HDV level, directly employed resource and close liaison with other local Council partners and VCSE sectors to support all residents' needs. Careful management and response planning for the different services required for each different development site, will create the optimal levels of protection and inclusion.

The types of services the Estate Manco could perform include:

1. Liaison with local stakeholders
2. Liaison with various resident management companies
3. Security
4. Insurance
5. Maintenance and management of non- adopted estate areas including roads, parks and public realm
6. Cleaning
7. Enlivenment
8. Community and social events
9. Income-generating events
10. Contract management
11. Payment of costs

Detailed costs will be calculated for each service and apportioned against use, to create a specific service charge. Management plans and budgets will protect and maintain the fabric of the estate for the longer term and minimise replacement costs. Service charge costs will be benchmarked against similar neighbourhoods and managed to ensure affordability, specifically amongst the affordable tenure homes. This will be considered fully in the distribution and mix of tenures throughout each project/estate. The Estate Manco will run a 'sinking fund' to finance capital replacement. Each resident and commercial unit owner will pay a fair and reasonable estate service charge to allow the estate to be 'self-funding'.

Performance in key areas of tenancy and estate management will be addressed, through benchmarking and service delivery improvement work. Indicators of customer satisfaction will be agreed with residents and the Council. KPIs could include elements, such as:

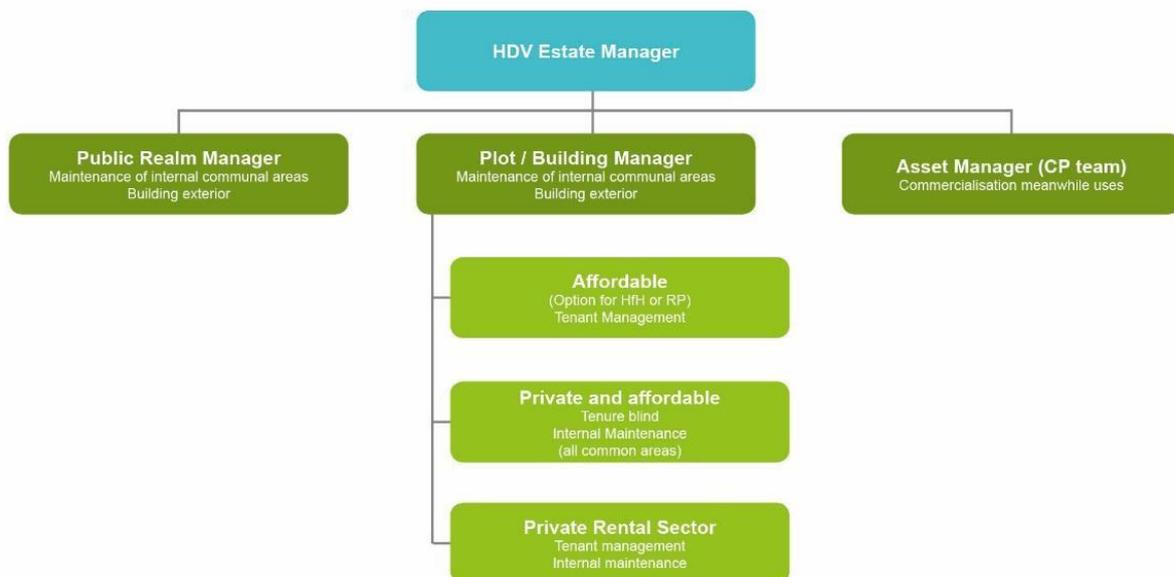
- Safety and security improvement
- Quality of repairs and timing on service

- Quality of grounds maintenance
- Access to customer service
- Positive experience of service received
- Customer perception of value for money for rents and service charges payable

‘Hard’ indicators of performance will also be monitored, challenged and improved. These include rent and service charge collection rates, void rent loss and re-let times; cost of repairs and repairs within agreed timescales.

6.1.2 Estate Management Resource

The following model outlines the proposed resource structure for the site-based management companies that would be created below the overall Estate Manco to manage. This structure is flexible and can be adapted to each of the regeneration projects, in response to the particular requirements and scale of a project. It allows the HDV to ensure that it is not tied to a specific model or provider and can be tailored to create the best social and economic value at the right time in an ever-evolving market.



6-2 A flexible and dynamic value for money management structure that can be utilised across all of the HDV’s assets

The cost of providing these services is included in the service fees which are allocated in proportion to the services provided and are set out in the individual business plans.

6.1.2.1 Public Realm Manager

The Public Realm Manager will be responsible for setting up and managing the maintenance regime for the un-adopted public and private realm (i.e. everything beyond the facade line of each building) including parks, landscaped areas, walkways, un-adopted roads.

6.1.2.2 The Asset Manager

The Asset manager will be responsible for dealing with commercial and retail properties and offerings within each development, this will be an extension of the role of the Commercial Portfolio Management Team. A core deliverable will be maximising social and economic returns by promoting interim use initiatives, commercialisation of spaces e.g. advertising and maximising revenues to deliver the best places.

6.1.2.3 The Plot/Building Manager

The Plot/ Building manager will be responsible for individual buildings or plots ensuring that the internal communal areas and facades of the buildings are maintained to consistent high standard across all types of properties helping to deliver a true tenure-blind approach.

These have been split into three categories:

1. **Affordable:** responsible for internal fabric of properties and tenant management. The HDV is retaining flexibility on how this is delivered and sees a strong opportunity to partner with HfH to deliver this service (but retains the ability to procure an RP if the HDV decides that is more appropriate and this and this could be HfH or an RP.
2. **Private and affordable residential buildings:** responsible for the internal fabric/common areas and maintenance of the properties. A tenure-blind management approach is proposed, which means that the building manager for each plot will be responsible for all common areas including private and affordable tenures.
3. **Private Rental Sector:** responsible for tenant management and the internal fabric and maintenance of the properties, the providers for these services will be selected at the most appropriate time. Property maintenance is a relatively commoditised service which will be procured to best suit the HDV's requirements.

As the HDV implements a large-scale regeneration programme and accumulates the built estate, estate management and building management resource loading will proportionately increase.

Property maintenance/building management is a relatively commoditised service which may be outsourced by the HDV. It will therefore be procured to best suit the HDV's requirements at the appropriate time in the programme.

6.1.3 Employment Generated from the Overarching Management Strategy

For the HDV, Lendlease will provide training and support for local people through Be Onsite, our not for profit vehicle (established 2007), and the HDV Skills and Employment Hub.

The HDV will employ a proportion of Estate Management staff from the local community and will ensure that these opportunities are provided across a range of levels and vocations – everything from property management, through to gardening and general maintenance.

There is an opportunity to also focus on digital skills and smart energy monitoring and metering, so that representatives can act as “champions” in creating energy conscious behaviours in local residents and businesses. Such an approach will enhance local supply chain opportunities and enable the development of long-term sustainable employment opportunities

6.2 Asset Management

The asset management proposals for assets that are owned and managed by HDV in the longer term are set out in detail in the Commercial Portfolio Business Plan.

As set out in the finance and commercial section of this HDV Strategic Business Plan, and earlier in this delivery section in discussing affordable housing product, there are options as to the long-term ownership and management role HDV wishes to have in both PRS and affordable housing. This will influence how HDV develops its asset management function, and potentially offers an opportunity to extend the principles set out for the Commercial Portfolio to a wider asset base, particularly if assets remain in a degree of HDV ownership.

In the Business Plan for simplicity at this stage, affordable assets and PRS are modelled as forward funded sales, however the HDV will consider wider options as the developments progress. As part of this evaluation, consideration will also be given to the potential impact of asset management services and opportunities this may give the HDV.

6.3 Meanwhile Use

Meanwhile uses such as spaces for start-ups, micro-businesses and the arts, will generate exposure to the community, foster social interaction and help attract social and economic outcomes early in the programme. These projects will quickly demonstrate to communities the benefits of the HDV approach, creating better quality environments, nurturing a sense of place, cohesion and identity.

Meanwhile uses are an exciting way to bring immediate change to the borough, providing a catalyst for lasting, positive transformation. Meanwhile uses create opportunities to engage the people of Haringey almost immediately after the HDV has been agreed, enabling the HDV partners and stakeholders to achieve positive social and economic outcomes from the outset.

The Category 1 site programmes reach Practical Completion in 3, 5, 15 years and beyond, the HDV will activate the borough through a programme of meanwhile uses in the short-term, that support the HDV vision for long-term sustainable regeneration.

6.3.1 Benefits

Meanwhile uses will facilitate the immediate creation of place and provide an opportunity for people from wider areas to observe and participate in the HDV's events, activities and programmes. Meanwhile uses generate crucial exposure to the wider community and ultimately help attract interest and value.

The integration of meanwhile uses into the regeneration objectives for each project, will bring forwards benefits for the community. They will provide a place for social interaction, encouraging the integration of existing and new communities and creating opportunities for partnering with local community groups. These uses will encourage the kind of community interactions, activities, events and programmes that the HDV would like to see in the borough for the long-term.



Meanwhile uses can provide opportunities to incubate new businesses and trial innovative ideas, the most successful of which can then evolve into the retail and commercial spaces provided in the development.

These initiatives will help to create a better-quality living environment for existing and new residents, they will nurture a sense of place, cohesion and identity, building places where residents want to live now as well as in the future.

6.3.2 Approach

People are Haringey's biggest asset and the HDV wants to encourage the community to participate in the regeneration journey. Meanwhile uses are opportunities to inspire local ideas and initiatives to deliver and communicate change. They will also form part of our Community Engagement Strategy.

Physical assets include a number of spaces (such as shop fronts, parks, public realm, garages, industrial sites) across the borough, some of those spaces are in the HDV portfolio, some are Council or privately owned. A full audit will need be undertaken to fully understand the opportunities.

The HDV has developed three approaches to delivering meanwhile uses in Haringey; community led, in partnership and HDV led. Site specific meanwhile use initiatives are detailed in each of the business plans (where applicable), the initiatives will be vetted based on consultation with the local community, ensuring our approach is appropriate and need-based.

Table 6-1 Meanwhile uses will provide catalysts for regeneration, each approach offers different benefits to the HDV

Approach	Description	Benefits	Example	Next Steps
Community Led	The Council/HDV grants a lease or licence where required, but otherwise have little control	Well-connected in to community; Little investment or direct risk	Skate Park	<ul style="list-style-type: none"> • Creation of a Meanwhile uses user guide
Partnership	The Council/HDV grants a lease or licence and works with a partner under agreed terms. This may be financial or non-financial assistance. financial or in-kind support.	Still seen as community led, owned and managed, but with some investment from regeneration partners. No direct financial return	The Green Rooms	<ul style="list-style-type: none"> • Invest in set up costs with relevant partners. • Use funding to make events happen quicker i.e. provision of toilets/utilities for popup events
HDV Investment	HDV invests in meanwhile uses directly	More control over what happens; potential to raise quality of activity; potential to generate return to reinvest in community	Pop-up shopping centre	<ul style="list-style-type: none"> • Engage in discussions with potential tenants and stakeholders. • Conduct an audit of the assets in the portfolio that can be used for Meanwhile. • Secure funding for plans.

7 DELIVERING SUSTAINABILITY

To ensure that the sustainability goals of the HDV are delivered over its lifecycle, the projects must be adequately resourced and funded. Lendlease as the Development Manager will employ a dedicated Sustainability Manager who will be responsible for the delivery of the Sustainability Strategy across all sites of the HDV and will work with the Council's Carbon Management and Sustainability Teams to achieve the HDV's goals.

During construction, all environmental management and compliance will be overseen by a Construction Sustainability Manager who will conduct environmental audits to help deliver best-in-class environmental management in delivery. The HDV will also have access to the wider experience and input of the Lendlease Sustainability team in London and globally, bringing a vast knowledge in delivering some of the most sustainable urban regeneration projects from across the world.

Key sustainability initiatives and goals will be accounted for within project funding, with potential additional research and development opportunities being presented to the HDV Board for further funding if appropriate.

7.1 Post-Occupancy Evaluation

As the sustainability goals for the HDV focus on the positive impacts on people through social and environmental improvements, the HDV will complete a comprehensive post-occupancy evaluation with residents and business owners in new residential and commercial spaces. The HDV will measure and monitor operational carbon, water and waste performance over time, including the social impact of more efficient and comfortable homes for the residents of Haringey. This will enable continuous improvement, ensuring our strategy is focused on getting the best outcome for people and evolving our designs and targets to reflect lessons learned through the life of the HDV.

7.2 Continuous Improvement and Reporting

The governance process will ensure that the Sustainability Strategy is regularly reviewed and targets are focused on the most important HDV outcomes, annual strategy, budget and resourcing reviews will be undertaken and presented to the HDV Board.

This will provide ample opportunity to report back on successes and key achievements across the Board as well as highlighting obstacles to achieving our goals. Corporate performance reporting will be completed on a timeline which complements the Council's existing reporting commitments, such as the Annual Carbon Report publication. The HDV reports will follow the principles of integrated reporting across the life of the partnership, placing sustainability at the centre of the Corporate Strategy for its lifetime and further demonstrating Haringey's leading position on sustainability.

8 HDV COMMUNICATIONS AND MARKETING DELIVERY

8.1 Building Trust

The HDV is committed to building trust and support for regeneration amongst local stakeholders and the community. The proposed HDV Communications and Marketing Strategy is built on transparently communicating a fair deal. This builds on both the operational delivery and commercial model of HDV; it is a 50/50 JV partnership between the public and private sector where returns are shared equally.

8.1.1 Transparent from Day One

From Day One, the HDV will communicate their regeneration commitments, such as:

- Ensuring existing residents and local people benefit from better and affordable homes, to own or rent;
- And the ambition to create more jobs and long-term career opportunities for local people.

The HDV must consistently communicate these commitments and report back regularly on what has been achieved to deliver a core narrative and set of messages that aim to position the HDV as a best-in-class example of 'inclusive urban regeneration'.

8.1.2 Principles of the Approach

The HDV Communications and Marketing Strategy is based on the following principles:

- **Collaboration:** will ensure that members of the community are truly engaged in key decisions. The recruitment of community representatives onto the marketing steering group will support the HDV commitment to transparency;
- **Creating local opportunities:** communications and marketing will present opportunities for engaging, investing in and developing local talent; graphic design, digital creative, videographers, print, web design and communications. The HDV will commit to spending in the borough to support these businesses. Placement opportunities for local colleges and schools in the marketing function will enable an agreed number of pupils to gain valuable job experience and training;
- **Transparency:** HDV will demonstrate from the outset that as well as marketing the place, we will use the investment as a vehicle in its own right to create job and training opportunities; and
- **Continuous chronicling:** will document the regeneration throughout the partnership lifespan to tell a unique story, from a diverse range of perspectives.

8.1.3 What Does Success Look Like?

The HDV has a unique opportunity to tell a story of transformation over time. The Communications and Marketing Strategy will tell the story in a series of chapters that reflect the different delivery phases, with clear, easy to understand milestones and objectives.

The Communications and Marketing Strategy is designed to deliver the following successes (aligned to our Community and Stakeholder Engagement Strategy):

- Understanding, recognition and appreciation among residents and other stakeholders of the benefits of the regeneration and new development;
- Community engagement, resulting in a sense of shared ownership in the success of the project;
- Increasing excitement about the project, particularly among residents and local businesses;
- Mitigation of risk factors across the development, including a significant reduction in the volume of negative publicity;
- An enhanced reputation for the borough as an attractive destination for residents, businesses and people seeking dining, entertainment and other leisure options – and investment;
- Recognition nationally and internationally of Haringey as a ‘case study’ example of excellent sustainable urban regeneration; and
- Continuous communication of: ‘what are we going to do, we have done what we said we were going to do, and what we are going to do next’

Given the HDV’s commitment to deliver transformative social, economic and environmental benefits, there will be many opportunities to tell powerful and positive stories.

8.1.4 Stakeholders

To ensure successful delivery of the project, the HDV approach is designed to build trust and understanding amongst all key stakeholders by communicating in a consistent and transparent way. As set out in our Community and Stakeholder Engagement Strategy, these stakeholders include:

8.1.5 Approach to Communications

The HDV communications approach will comprise the following elements:

8.1.5.1 Information and Education

There is a need to ensure that all interested and affected parties have a full understanding what is proposed to be delivered and why. The Community Engagement Strategy recognises the need to reassure those people that are concerned that the borough and their community will be harmed or detrimentally changed by the project. The HDV will need to provide an ongoing stream of clear, easy to digest information to communities, and where there are the inevitable unknowns, a clear timetable of proactive communication.

8.1.5.2 Consultation

A process of ongoing consultation as detailed in the Engagement Strategy, both formal and informal, will give people a valuable sense of involvement, and provide a stream of useful feedback. This allows the strategy to be ‘course corrected’ and responsive, giving it greater relevance and impact.

8.1.5.3 Engagement

One of the aims of the work of the HDV is to create a ‘movement’ for the borough, whereby all residents, whether they are directly impacted personally or not by the changes, share a sense of common purpose and interest. Communications activity will combine outreach activities and an ongoing drumbeat of stories and information to create and maintain this sense of engagement.

8.1.5.4 Excitement

At key milestones in the project, the HDV will aim to create moments of excitement which will increase the ‘feel good’ factor of the project and boost support. These moments are both a reward for people already engaged and an opportunity to showcase the successes to that point. These have to be carefully planned and used sparingly, but act as boosters to propel the reputation of the project forward.

Over the lifetime of the project, the political, economic and operational environment is likely to undergo periods of significant change. The approach and tactical delivery will require ongoing reassessment and adjustment to ensure maximum effectiveness and relevance.

The overarching HDV communications timeline will utilise our four-pronged approach – inform; consult; engage; and excite – to bring the narrative to life. This will need to be broken down into a series of 12-month plans, allowing the HDV to visibly communicate key messages, marketing deliverables and progress within digestible timeframes.



Figure 8-2 Delivering strong communications approach in first 12 months

8.1.6 Approach to Marketing

The HDV will need to develop an appropriate brand which will help build long-lasting engagement and empathy with residents, local communities, shoppers, workers, retailers and visitors alike. It will be one of the first visual manifestations of the partnership and should be visible from the beginning, it must be born out of authentic collaboration with the community it will serve.

8.1.6.1 The Brand Objectives

The ideal outcome is to create a strong brand that local communities feel they own, that everyone associates with the benefits that the HDV will contribute to the borough across retail, leisure, health, education, residential, town centre regeneration.

It needs to show that the HDV is ‘from Haringey’ and for the benefit of people in Haringey.

Effective brands exist in the same or similar spaces including London 2012, London Underground, Mayor of London, Southbank, Brent Cross and Barbican. The HDV aspiration is to achieve awareness, understanding and empathy benchmarks that match.

8.1.6.2 Brand Development Approach

A partnership of this importance requires the collaboration of the people it is intended to serve. Residents, businesses and partners will help inform its content, which, when combined with a clear process and agreed outcomes will culminate in approval from the joint venture Board.

Separate marketing strategies will be required over the lifetime of the business as it evolves and changes. It is important to establish the brand early, so by the time it appears as part of a retail or residential project, on public realm, signage or any other application, it should already be familiar, understood and accepted.

8.1.6.3 Setting up for success: Communication Launch Plan

- Communication protocols will be set up to engage with key stakeholders;
- A facilitated workshop with the HDV Board will be held to achieve the following outputs:
 - Shared HDV Board vision and values;
 - A framework to develop the Communication Strategy and launch plan;
 - Identification of third party stakeholders to contact and engage to test the HDV's approach and key messages; and
 - Appointment of the HDV communications team and allocation of key tasks/actions.

This will allow the development of a Launch Plan, with clear communication outputs available to key stakeholders, including the media and public. With such a wide range of interested stakeholders, an integrated, multi-media launch plan will be required to ensure maximum impact and accessibility, including:

- A website to explain what the HDV is, providing a 'listening platform' to encourage dialogue, answer (anticipated) Frequently Asked Questions, and set out our commitments to the people of Haringey;
- Printed material and newsletters which explain our commitments and how to contact the HDV, for physical distribution across the borough;
- A permanent physical presence, in the form of The Hub, where people can drop in and ask questions face-to-face;
- Press release and media briefing to proactively engage journalists from Day One; and
- Face-to-face briefings for key stakeholders.

8.1.6.4 Individual Site Portfolio-specific Project Considerations

Separate communication and marketing strategies will be developed to support the site and portfolio-specific business plans and objectives. These will take into account the different characteristics, external considerations and target markets of each site (as well as phases within Northumberland Park, Wood Green and Cranwood), whilst remaining true to the key pillars of the HDV core narrative.

In each case, HDV will adopt both a proactive and reactive strategy. The HDV will identify and amplify the strongest HDV story platforms within each site, while mitigating the risks we anticipate – from media preparedness to appropriate stakeholder engagement.

8.2 Specific Product Sales and Marketing Strategies

The HDV will develop separate marketing and communication strategies that take into account the different characteristics, external considerations and target markets of each use class.

8.3 Residential

The HDV will deliver high quality homes in tenure-blind developments. The success of the Marketing Strategy will be judged by demand generated for the homes, a shift in public perception of the area as a desirable place to live and the financial performance of the project. The marketing of these homes presents opportunities to promote the changes that have been delivered in a neighbourhood, making them increasingly attractive to individuals and business. A digital rich Marketing strategy will include fly-throughs, Computer Generated Images (CGIs) of the future environment and a supporting PR strategy that promotes the place being created. The use of technology such as Virtual Reality (VR) is common in Lendlease marketing strategies and will be harnessed to convey the sense of place to multiple audiences.

The HDV Communications and Engagement strategy will chronicle the views of existing communities and engage them in the transformation. Social media and mobile phone technology presents a powerful vehicle to engage people, capturing emotion, behaviour and context of a project. Our transparent approach will capitalise on opportunities to inform everyone throughout the regeneration, Commonplace will provide a single, consistent platform to build an online community, linking to social media and photo sharing.

8.3.1 Customer-First Approach

The HDV will adopt a customer-first approach to marketing the developments. A customer-friendly, streamlined buying or leasing process will make everything as simple and cost effective as possible for the customer. It is proposed that unlike many other developers the HDV will directly employ and incentivise its own sales and leasing teams, integrating Development Managers in key launches and customer meetings to better sell the place and the product. This gives the customer a more positive and authentic experience from the outset, enabling the HDV to establish its own customer databases, and better capture their brand loyalty.

Where appropriate, the HDV will supplement its team with local and national agents to make use of their relationships and reach to broader markets. However, before customer interaction takes place we will run immersive training sessions with our own teams to ensure continuity of messaging and to protect the brand.

The sales and rental processes are our customers' first experience of our developments, and so we will ensure that it is a positive one.

8.3.2 Local launches, Previews and Incentives

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 House Builders Federation (HBF) charter, which protects the marketing of homes to local buyers first.

The HDV Sales and Marketing Strategy will include:

- Early delivery of marketing suite giving information and registering interest from local residents;
- Exclusive preview events for local residents;
- Incentives available to 'early-bird' local buyers to encourage uptake;
- Special buying incentives offered to existing residents of the Estate, plus information available on shared ownership and other affordable product types;
- Local residents' targeted advertising campaign;
- A wide range of homes available to appeal to the broadest range customers;
- After reservation, all purchasers are given regular updates on the development and the local area to keep them engaged until their new home is built; and
- Customer events are held in the run up to completion. This gives them a chance to meet their new neighbours, meet the whole team and get ready to move in to their new home.



Figure 8-4 'Locals first' approach to rental

8.3.3 Marketing PRS for Rent

The HDV will give everyone living locally, whether in a position to buy or not, the chance to be part of the new development, and extend the "locals first" approach to rental homes. Finding a good place to rent can be a difficult and competitive process. Offering rental homes to locals ahead of others, gives Haringey residents every opportunity to become part

of this community. Here “locals” has been defined as individuals already living in Haringey or those who are employed in Haringey.



Figure 8-5 PRS marketing launch near completion

Before the commencement of marketing the HDV will have identified the likely occupiers and set rental values to reflect the market. To ensure there are not competing PRS schemes and to avoid a flood of properties for rent to the market, the HDV will phase the delivery to maximise revenues and reduce void periods.

The marketing of PRS units will commence near practical completion. Utilising Lendlease’s past experience, it is understood that the rental market is not often in a position to commit to leasing an apartment any further out from completion. Marketing units closer to completion also allows the HDV to achieve a higher rental tone as people can view the quality of the product. The HDV creative marketing team will use online and offline media platforms and create a strong brand that speaks to the HDV’s target audience. The HDV PRS will have a strong presence on social media to target the largest renters, 25-35 year olds and a dedicated mobile friendly website listing all PRS units available across all HDV sites.

In the first instance, the units for rent will be released exclusively to people living and working locally, particularly targeting Key Workers. To assist local residents first, the HDV will adopt a fee-free policy for all new tenants and ensure deposits are set at a level that is affordable.

The HDV will partner with local lettings agents to manage the tenant-find, referencing and check-in processes. The professional lettings team will be led and overseen centrally to ensure they are performing to the agreed standards and wider objectives. The HDV will adopt a standardised lease template to reduce costs and provide a simple process for renters.

The HDV will adopt a customer-first approach to marketing to ensure the ongoing lettings strategy is tailored to our clients. This will enable us to retain occupiers and reduce turnover and void periods. The HDV will also incentivise those re-letting units or accepting longer lease terms.

9 COMMUNITY AND STAKEHOLDER ENGAGEMENT STRATEGY

9.1 Introduction

The Haringey Development Vehicle (HDV) is a nationally significant regeneration project, which has the potential to deliver transformational change for communities across the borough. The HDV is committed to creating a 'culture of participation' embracing an inclusive and collaborative approach to engaging all relevant community members and stakeholders at the right time.

The HDV is a 20-year commitment to improving the Borough and the lives of its people through the development and delivery of regeneration projects and socio-economic programmes. The HDV recognises that people are at the heart of regeneration and engagement with the community, business and key stakeholders is essential to building resilient communities and achieving the strategic aims of the HDV. The purpose of this strategy is to outline the HDV's engagement objectives, guiding principles and approach to develop local ownership and civic pride by enabling people to shape the planning, design and operations of projects made possible through the HDV. This strategy guides the project engagement plans located in the individual business plans.

9.2 Context

The 20-year partnership between the Council and Lendlease is a commitment to creating a positive shift in the social and economic outcomes outlined above, for the places and residents of Haringey.

Haringey is a diverse London borough which faces many of the challenges common to inner-city areas. It is important to understand the wider dynamic and demographics of the borough to ensure the stakeholder and community is fit for purpose and takes into account the needs of different communities living here, so nobody feels excluded as the work of the HDV takes shape.

Haringey residents are from a wide variety of backgrounds. Almost 50% of the borough's residents are from non-white British backgrounds, and more than 200 languages are spoken. The east of the borough is particularly diverse.

Outcomes for Haringey residents currently vary greatly, with significant inequality between the east and west of the borough. Full details are provided in the HDV Socio-Economic Strategy.

Haringey celebrates its diversity and welcomes new communities into the borough. However, the scale and the pace of change over recent years has brought challenges. Haringey has a highly transient population and is a gateway borough for new arrivals to the UK and London. In 2011/2012, 6,797 people moved to Haringey from overseas (10th highest rate in London, 12th highest nationally). Overall 44% of Haringey's current population was born outside of the UK, compared to 36.7% in London and 13.4% across England.¹ In many wards in the east of the borough this rises above 50%.

¹ Census 2011, accessed through [London Datastore](#)

Less than half (41%) of adults social services clients feel that they have as much social contact as they would like. A poor urban environment can become a barrier to social inclusion. Many households in Northumberland Park live in multi-storey blocks built from the 1960s onwards, and resident engagement have suggested this design can discourage community interactions.

Social infrastructure and design of the place needs to encourage social inclusion and foster community participation. The first step to achieving this will be bespoke community engagement plans developed for all proposed HDV projects, to ensure robust engagement takes place. Digital engagement should form a fundamental part of this in areas like Northumberland Park where there is a higher proportion of young people.

9.3 Objectives and Principles

The Haringey community is dynamic and diverse, with many active organisations working closely with residents. Each site business plan will develop its own communication and engagement plan that will include identifying a comprehensive list of groups that may be impacted by change in their local area to ensure they are engaged, shape and feel part of it and can benefit from the opportunities it offers. Throughout the lifetime of the HDV, different stakeholders will be impacted at different stages of the projects and this will be taken account of as work progresses.

The overall aim, as reflected in each of the site business plans, is to achieve Community Pride, creating homes and neighbourhoods where people can thrive and have a stake in their local area as regeneration meets the needs of the community. To achieve this aim, it is important to achieve a number of objectives that underpin it, they include:

Proactively engage with the community and wider project stakeholders from the outset to understand aspirations, issues, needs and priorities.

Apply innovative, effective and practical solutions to deliver open, transparent and two-way communication with the community and stakeholders.

Increase community participation and co-production to ensure that places and programmes are designed to meet the needs of the local community effectively and to promote the wider socio-economic outcomes outlined above.

Connecting people and organisations to build a stronger community voluntary sector across the Borough.

9.4 Guiding Principles

To guide all engagement activity, the HDV will adopt the following principles:

- **Building relationships:** we act in an honest, open and respectful way at all times to build strong relationships, partnerships and trust with our many stakeholders, that include residents, businesses, Councillors, the wider local community and VCS sector;
- **Clarity of purpose:** we will be clear about why and how we are engaging and what the community can expect us to do with their involvement and feedback

- **Proactive and Inclusive:** we will proactively use a range of engagement methods (including co-design) and opportunities to ensure the broadest range of stakeholders can participate
- **Coordinated and organised:** we will work with others to ensure our engagement activities are coordinated, well documented and any issues that arise are properly dealt with
- **Learning from practice:** we evaluate our engagement activities and learn from the feedback that has been provided

9.5 Engagement Approach

The HDV approach to community engagement and communication has been informed by:

- **International Association for Public Participation (IAP2):** embracing the Core Values and Code of Ethics defined by IAP2 and the concepts of informing, consulting, involving, collaborating and empowering.
- **Royal Town Planning Institute -** Good practice guide to Public Engagement in Development Schemes. The tool is specific to regeneration projects in the United Kingdom and how to achieve effective engagement.

Based on these methodologies, the HDV approach builds community capacity by empowering the community to leverage opportunities in the HDV.

The HDV will support the Council and Homes for Haringey in carrying out the Council's consultation obligations, including under S105 Housing Act 1985.

9.6 Monitoring and Feedback

Engagement monitoring is required to ensure activities are relevant, effective and achieve the project objectives. Working collaboratively as the HDV we will develop protocols and procedures for all consultation and engagement to ensure that there is a consistent and coordinated approach to recording and publishing information from the outset.

The HDV is committed to listening, reflecting and reporting back to the community on our findings as well as explaining what has happened as a result of those finding. We will prepare regular reports for the HDV Board to track emerging issues, take action and track



progress. The HDV will use *Commonplace* (see diagram figure 9.1) as a tool to capture data throughout the consultation process and will develop bespoke platforms to measure change at different stages of the project and ensure that this data and feedback, is the evidence base for which engagement with residents and stakeholders will continue.

Figure 9.1 Evaluation process commitment

10 QUALITY ASSURANCE

The HDV will have formal processes to manage and control the quality it delivers as a business. This approach will deliver consistency Quality Assurance standards. The standards will be based on the best practices of the partners and will be developed and tailored to suite HDV requirements.

The initial proposal is that Quality Assurance approach is supported by an integrated management system based:

- On the requirements of ISO 9001:2008 (Quality Management Systems);
- ISO 14001:2004 (Environmental Management Systems);
- OHSAS 18001:2007 (Occupational Health and Safety Management Systems).

Where relevant, the systems are assessed and registered with a UKAS accredited certification body – under certificate 158576-2014-AIMS-GBR-UKAS for construction (ISO 9001, ISO 14001 and OHSAS 18001) and FS 73163 for consulting (ISO 9001).

HDV will employ Quality Managers to manage and support implementation of the system on each project. The appropriate HDV Project/Development Director will be responsible for successful outcomes.

An integrated management system is proposed for the HDV to provide a cradle-to-grave process for all activities, providing mandatory information to users to follow across all aspects of the business. It will include key HDV specific documents such as a Project Execution Plans that can be tailored to suit the needs of each project or contract.

It focuses on the following eight principles:

- Customer focus;
- Continual improvement;
- Involvement of people;
- Management commitment;
- Mutually beneficial relationships;
- Systematic approach;
- Planning; and
- Preparedness

11 HEALTH, SAFETY AND WELLBEING

11.1 Our Health, Safety and Wellbeing Vision

The HDV will collaboratively develop its own safety, Health and Wellbeing Vision and Strategy at business outset.

In order to create the best places as HDV, we must create places that care about people:

- **Creating a workplace where people can thrive:** protecting and promoting the health and wellbeing of our employees, clients and supply chain members to ensure work is safe and productive.
- **Creating places where communities can thrive:** delivering works safely and designing safe spaces that enhance the wellbeing of our communities.
- **Creating places where business can thrive:** creating safe retail, office and industrial spaces for businesses to work and grow.

Once the HDV is established a strategic workshop will be held to define the HDV’s health, safety and wellbeing vision, and the specific delegated objectives for projects, phases and the Commercial Portfolio.

There are a number of controls that HDV can use to establish a baseline by which health, safety and wellbeing impacts can be measured. These tools can be further developed in collaboration with the Council, to place greater emphasis on socio-economic benefits.

11.1.1 Lendlease Global Minimum Requirements (GMRs)

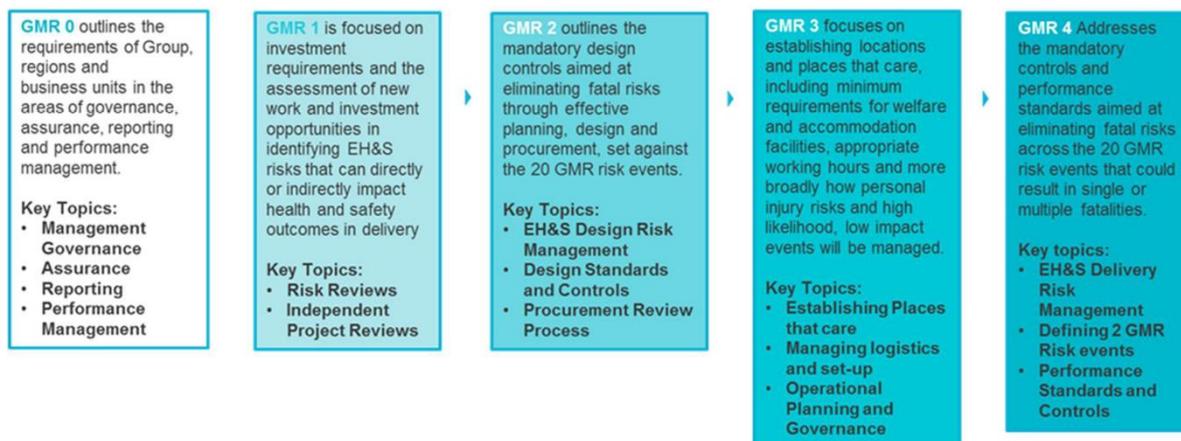
The HDV will build on Lendlease GMRs providing an additional level of social and economic impact that will benefit the whole borough, by striving for standards that go beyond statutory health, safety and environmental requirements and genuinely try to improve the lives of the people that work in and use the HDV’s facilities.

The GMRs set out a detailed framework to control the risks and opportunities associated with operations, as shown below.

Figure 11.1 the GMRs drive a strong culture of health and wellbeing



FIGURE 1: GENERAL DIVISION OF RESPONSIBILITY FOR GMR APPLICATION



The GMRs set out the Lendlease minimum environment, health and safety standards designed to control the business risks associated with all of its operations. The GMRs include common criteria for the design and delivery of projects and construction operations, with the physical GMR standards established for design and construction operations separately due to the differing nature of hazards and activities. GMR training will be made available to all HDV stakeholders and its supply chain.

11.1.2 Incident and Injury Free

Operating Incident and Injury Free (IIF) will underpin all HDV's activities. Through this, all employees, clients and supply chain members will receive IIF training and are encouraged to adopt a 'don't walk by' approach, focused on changing safety culture, making individuals aware of themselves and others, and taking care.

11.1.3 Health, Safety and Wellbeing Plan

Each project or phase (including the Commercial Portfolio) will have a Health, Safety and Wellbeing Plan. This plan will:

- Be bespoke to the project, addressing specific health and safety requirements;
- Be driven by the objectives of the HDV, and owned by the relevant project team. Written in collaboration with design teams, consultants, the local community and other third parties, the Plan will ensure clarity and agreement on the health, safety and wellbeing approach for the project;
- Improve health and safety during all phases for workers and the wider local community, supporting active engagement of all stakeholders;
- Incorporate our GMRs and Incident and Injury Free culture; and
- Be detailed in business plans and reviewed as part of the governance process.

11.1.4 Health, Safety and Wellbeing in Design

The HDV's commitment to health, safety and wellbeing is absolute. A project or phase will only be recommended to commence, when the Development Management Team are satisfied that the health, safety and wellbeing policies and objectives can be delivered.

A series of Risk and Opportunities in Design (ROAD) workshops will be held with the project team during the design process for the development, design and construction team to review the current status of the project, and identify opportunities as well as potential risks, and buildability issues. ROAD workshops will be facilitated by the Principal Designer and the Development Project Manager.

11.1.5 Health, Safety and Wellbeing in Construction

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

A kick-off buildability and key design principals meeting will be arranged between the design team and the pre-construction contractor to ensure an environment, Health and Safety Best Practice Strategy is clearly defined at the end of Compass Stage 1. This will include



discussing lessons learnt on previous construction projects, highlighting, for example, how to minimise fall from height risk when designing a building.

Health, safety and wellbeing will also be embedded in the procurement process, to ensure that members of the supply chain have the necessary health and safety procedures in place, a satisfactory health and safety record, and that they will operate in compliance with the appropriate Health, Safety and Wellbeing Plans.

Health, safety and wellbeing requirements are incorporated into pre-selection criteria, requiring any consultant or subcontractor to be compliant with pre-determined standards. Depending on the nature of the contract and/or works, this may require contractors to make commitments to training and continuous improvement.

In order to enable new and smaller contractors to bid for opportunities to work with the HDV, assistance will be offered to contractors so that they are enabled to meet these requirements, therefore supporting the achievement of wider HDV commitments to support local businesses

12 RISK MANAGEMENT

Risk management will play a major role in the successful execution of HDV's delivery. The purpose of risk management in this context will be to identify and quantify key project risks and implement appropriate mitigation measures. This will be an ongoing process for the life of the project. The proposed Project Risk Strategy is to apply risk management techniques within a transparent framework to effectively communicate and manage risk.

12.1 Risk Assessment and Management

Anticipating known risks and planning for mitigation as well as ensuring crisis management plans are up to date are key operational functions that need to be undertaken by HDV. Typically, risk will be managed at three principal tiers.

Risk Management Tiers

Tier 1: Strategic in relation to major organisational risk (HDV, LBH and Lendlease). Typically, these risks will be of high significance and high impact should they occur with potential to have business wide consequences and impact the ability to bring forward development

Tier 2: Programme in relation to risks which have the potential to impact the key development objectives and delivering the project. Programme level risks may derive from a single point of significance, from project wide constraints, or from risks arising from interfaces between projects. The Project Director will be responsible for these programme level risks with the detailed management carried out by the development and project management teams.

Tier 3: Project in relation to specific projects. These risks will be identified and managed in collaboration with the relevant project team including the contractor and will include items with potential to impact the Development Objectives as they relate to the individual project. The relevant Development Manager will be responsible for the project level risks and will be assisted in developing a consistent methodology by the project management team.

12.2 Risk Reporting

Consistent risk reporting will be adopted at all levels to allow the HDV Management Team and HDV Board to assess overall risk exposure. Risk reporting will adopt best practice techniques and ensure that risks are clearly understood at the appropriate level. Project risk reporting will include top level risks escalated to Board level to ensure that no risk is held at a level which is unable to manage it or accommodate the potential impact. Risk reporting will be undertaken on a monthly basis in conjunction with the project reporting requirements.

The key strategic risks currently identified have been included in Appendix 1: Risk, Consequence, Mitigation table: This risk table captures the top 10 risks based on current understanding of the project. Once the HDV is established a fully consultative risk workshop will be convened to properly assess an updated schedule which will highlight and plot key risks relative to their severity and likelihood.

13 INSURANCE

13.1 HDV Broker

Prior to the establishment of the HDV, it is anticipated that HDV will procure an Insurance Broker. The service will be market tested in line with the agreed procurement policy.

13.2 Owner Controlled Insurance Programme

The recommended insurance solution for HDV is an OCIP (Owner Controlled Insurance Programme), whereby the Employer takes control of the insurance arrangement and purchases certain insurances such as Construction All Risks and Third-Party Liability. Lendlease has implemented this insurance solution at Elephant Park and International Quarter London as it is a bespoke, all-party cover that deals with the risks described above and should be considered as an additional risk management tool.

By taking control of certain insurances, the Employer can mitigate many of these risk factors and can additionally insure against risks not catered for by contractors' programmes such as delay in completion.

Features and benefits of an OCIP include:

- HDV can tailor the policy to cover all appropriate parties, as opposed to several potentially disjointed arrangements;
- Adaptable to changes in the project such as increased values and extensions of the period and allows efficient management of phased handover;
- Helps to eliminate unknown exposures arising from inadequate insurance provided by contractors with no uninsured contracts or coverage loopholes;
- Can protect owner's liabilities where contractors are limited;
- HDV retains control of insurance market security;
- Streamline project administration – no need to check and re-check contractors insurances;
- Funders preferred approach;
- Avoids duplication of insurance and can save premium for the project and all parties enjoy Joint Insured status – no subrogation issues; and
- Helps to reduce eliminate legal and contractual disputes between parties.

The HDV budget includes the following premium rates for the OCIP:

- Construction All Risks/Terrorism/Third Party Liability (£50m) – 0.2269% on contract sum
- Delay in Start Up – 0.2994% on declared value – 24-month indemnity period

It is anticipated that these will be market tested prior to formation of HDV and bench-marked annually thereafter.

13.3 Commercial Portfolio Insurance

The insurance options that have been reviewed are either to 'self-insure' as the Council currently does, or insure against large losses such as fire.

The recommendation is that the asset portfolio is insured once transferred to HDV. Based on the mix of the properties, the following premiums have been included the budget:

- Property damage – 0.0215% on sum insured
- Terrorism – 0.036% on sum insured

It is anticipated that these will be market tested prior to formation of the HDV then reviewed annually with an appropriate excess policy will be agreed at that time.

13.4 Director's and Officer's Insurance

It has currently been assumed that the Members will procure their own Directors and Officers insurance, but this can reviewed and instigated if required.

13.5 PI insurance for Development and Asset Management

The details and required levels of insurance are set out in the detailed legal agreements



14 BUSINESS PLAN ASSUMPTIONS

[Redacted material]