

# Haringey Development Vehicle

Business Plan

Socio-Economic Strategy

3<sup>rd</sup> July 2017

**Haringey**  
LONDON

**lendlease**

**Redacted Version**



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# SOCIO-ECONOMIC STRATEGY

## 1 EXECUTIVE SUMMARY

The ambition and longevity of the Haringey Development Vehicle (HDV) means it has the potential to play a pivotal role in the transformation of Haringey that goes well beyond physical change.

The HDV is a 50/50 partnership between the London Borough of Haringey and Lendlease - is an innovative approach to regeneration that will deliver change local people can benefit from. It will see council land and developer funding and expertise brought together to deliver billions of pounds of investment to Haringey – with more than 5,000 new homes and circa 22,000 new jobs. But the new homes and improved housing estates – which will come with a right to return on equal terms for all existing council tenants – do not paint the full picture of how the HDV could transform Haringey.

In addition to thousands of new homes, the HDV will see investment in community infrastructure for local residents including a new school; new health centre; new town centres with retail, office and community space. Alongside this, funding will be made available to invest in skills support and training for local residents and there will be a construction framework that will deliver a range of benefits including a contractual obligation to pay the London Living Wage; jobs for local people; training and apprenticeships; and investment both in terms of money and time to engage with our local communities.

The HDV is committed to working alongside other statutory partners such as health and police, as well as Homes for Haringey and the dynamic voluntary and community sector in improving outcomes for local residents. As a partnership, it is equipped to work effectively and innovatively with a range of partners to address the many challenges ahead and to enable tangible improvement in residents' lives.

HDV will work towards an agreed set of socio-economic outcomes, grouped under the four impact themes below. This outcomes framework aligns with and complements the priorities set out in the Council's Corporate Plan (2015-2018) and its successor (the Borough Plan, to be agreed in Summer 2018). The success of HDV will be judged by the improvements its contributions make to these long term socio-economic outcomes, as well as by the physical transformation within the Borough.

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

HDV will contribute to these outcomes through its core business of planning, design and construction of new homes, neighbourhoods and public spaces and through building high quality new community infrastructure, including and in addition to CIL and S106 funding. It will catalyse new and higher quality jobs, particularly within the technology and creative sectors, through better management of the commercial portfolio and the creation of new workspaces. HDV will engage the community in co-designing places and programmes, to make sure that they reflect the needs and preferences of the different groups living and working in the Borough.

Some of Haringey's residents (including young people, those furthest from the employment market and some BAME communities) will require additional support, in order to be able to take advantage of the new opportunities on offer. HDV is therefore designing and funding a range of targeted socio-economic programmes (£8M), to support more vulnerable residents to develop their skills, improve their mental health and reduce barriers to success. Through the Social Impact Vehicle, it will bring in new sources of social investment, innovation and expertise to tackle complex issues through new partnerships and delivery models, with a Lendlease investment of up to £20M.

HDV is making a 20 year commitment to improving the Borough and the lives of its people. This is a unique opportunity to form a long term strategic partnership between the Council and Lendlease, to form a new organisation building on the different strengths and expertise of each partner to maximise impact. The work programme brings together place-shaping, community engagement, targeted programmes, social investment and wider contributions into a coherent strategy for long term change. This ability to create a shared, long term strategy and vision of success is a key benefit of the HDV model. It is a one in a generation opportunity and chance to deliver radical change in the borough for the benefit of all.

There are five sections to this plan:

Section	Purpose
Vision, Context and Strategic Aims	To set out HDV's socio-economic vision and strategic aims that will guide HDV activities. To provide a socio-economic summary of Haringey and highlight the opportunities for HDV.
People, Place and Programmes	To summarise HDV's approach and key activities relating to people, place and programmes. This includes a summary of key place based features for HDV's regeneration projects and a summary of where HDV will focus programmes in year one.
Wider socio-economic investment	To summarise the initial HDV allocation for Section 106 and CIL payments and also the benefits that will be delivered through construction.
Social Impact Vehicle	To outline an innovative investment vehicle that will make additional financial investments in Haringey and deliver wider social and economic outcomes.
Launch Plan	Socio-economic activities for the first 100 days

## 2 INTRODUCTION

The HDV has the opportunity to drive social, economic and environmental outcomes that will positively impact the lives of people across the borough. This Business Plan sets out HDV's socio-economic aspirations and sets out an innovative model for achieving social and economic transformation beyond the life of HDV.

The HDV has adopted a People, Place and Programme framework that recognises the interconnected relationship between the places HDV will create and the people who will live there and use them now and in the future. The framework comprises of:

- People: understanding the community, allowing people to participate in a meaningful way and building their capacity and resilience;
- Place: designing and building the physical environment and social infrastructure so that it is specific to each neighbourhood and provides opportunities for people to connect with each other; and
- Programmes: targeting programmes so they are specific to each place and its communities and designing them in a way that empowers the community to live more fulfilling and independent lives.

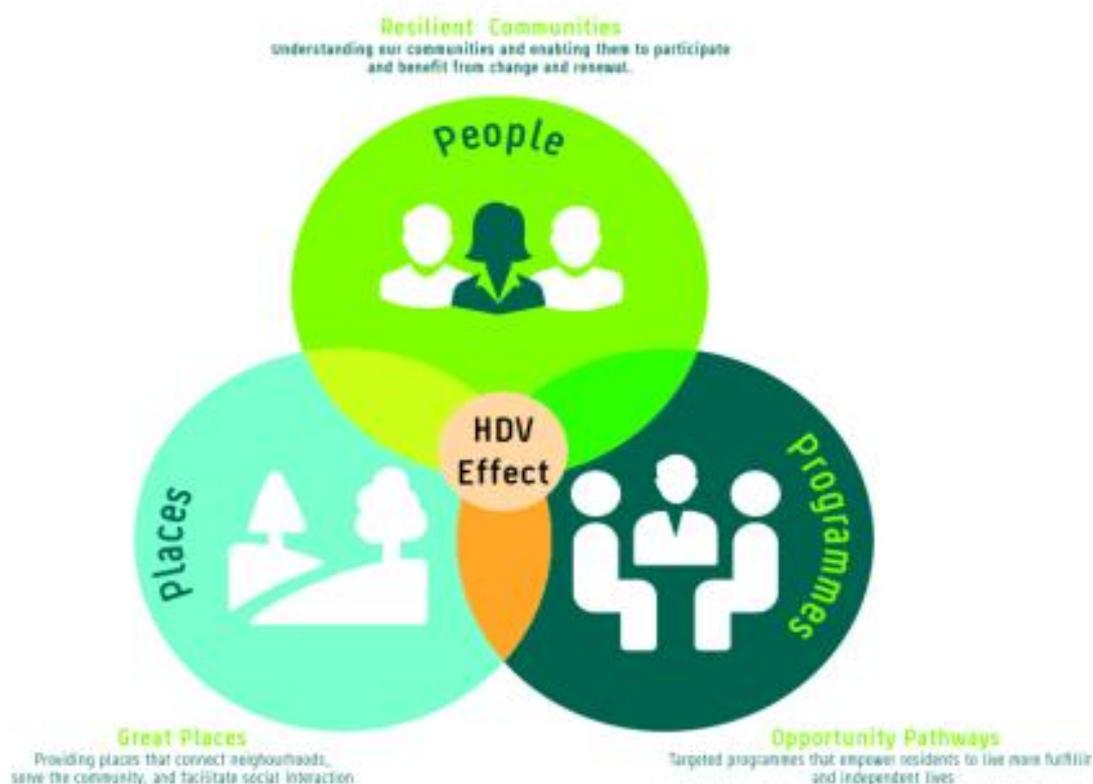


Figure 1: HDV People, Place and Programmes Framework

### 3 VISION

The scale and longevity of the HDV enable it to play a pivotal role in the transformation of Haringey that goes well beyond physical change - particularly in the East of the Borough. HDV will be a key partner in building new neighbourhoods that support a better quality of life, delivering a reduction in inequalities and improving a broad range of socio-economic outcomes within Haringey over the next 20 years. HDV will support the people of Haringey to stay and flourish in the Borough; and to ensure that the growth that the HDV brings directly and also attracts from other investors is both inclusive and enabling.

HDV will nurture inclusive communities; encourage healthy active lifestyles; reduce the fear of crime and discourage the incidence of crime through its core business of planning, design and construction of new homes, neighbourhoods and public spaces. It will create places and communities where people feel safe, come together and help each other get on in life. It will build new community infrastructure- including a new school, health and community centres, and a skills and employment hub - to facilitate successful learning and interactions; and to raise individual aspirations and increase community pride. It will catalyse new and higher quality jobs, particularly within the technology and creative sectors, through better management of the commercial portfolio and the creation of new workspaces.

HDV recognises that some of Haringey's residents will require additional support in order to be able to take advantage of the new opportunities on offer, in particular, young people and those furthest from the employment market, including many from BAME groups. HDV is therefore designing and funding a range of targeted socio-economic programmes, to support all residents to have the opportunity to develop their skills, improve their mental health and reduce barriers to success. Through the Social Impact Vehicle, it will bring in new sources of social investment, innovation and expertise to tackle complex issues through new partnerships and delivery models. HDV will engage the community in co-designing places and programmes, to make sure that they reflect the needs and preferences of the different groups living and working in the Borough. It will work with local, community-led organisations to provide support, wherever possible.

HDV is committed to working with other key delivery agencies, to reduce the inequalities that persist between the East and West of the Borough and to contribute to improving Borough-wide socio-economic outcomes. Haringey Council's Strategic Regeneration Framework for Tottenham (2014) sets the ambition that:

*'By the age of 20, a child born in Tottenham will have a quality of life and access to the same level of opportunity that is at least equal to the best in London.'*

HDV will contribute to achieving this ambitious vision and to the specific aims of the Strategic Regeneration Framework for Tottenham, particularly within Northumberland Park, whilst recognising the scale of the challenge this involves. For this reason, opportunity pathways created by HDV in education, jobs and health should be prioritised within the East of the Borough, with a focus on changing outcomes for young people and where the concentration of disadvantage is most acute.

## 4 CONTEXT AND STRATEGIC AIMS

### 4.1 Context

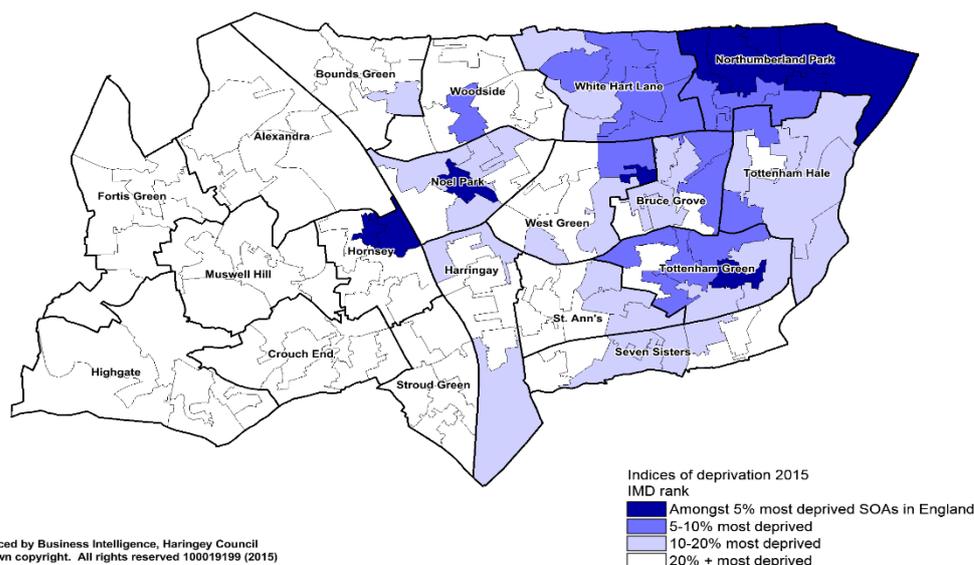
The 20-year partnership between the Council and Lendlease is a commitment to creating a positive shift in the social and economic outcomes outlined above, for the places and residents of Haringey.

Haringey is a diverse London borough wide faces many of the challenges common to inner-city areas. Its 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.

Figure 2: Indices of Multiple Deprivation 2015

Indices of Multiple Deprivation 2015  
Rank of IMD  
Haringey SOAs



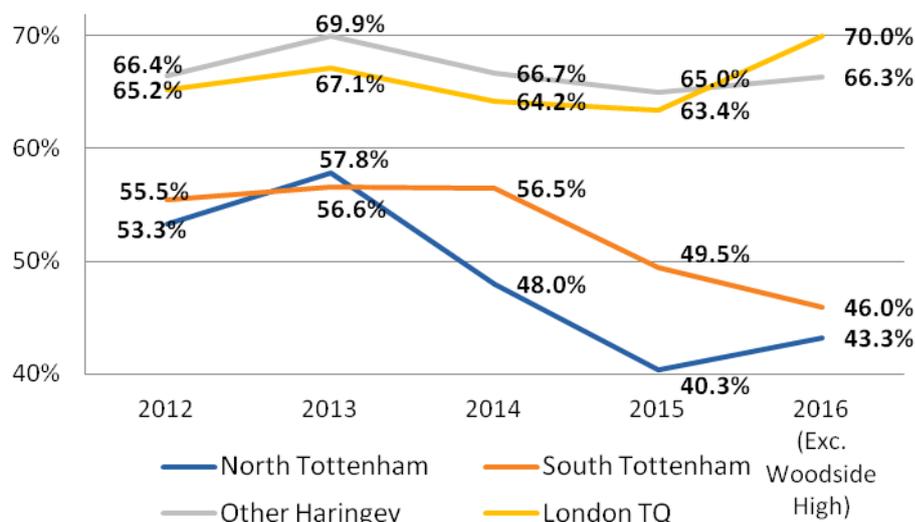
### Better Prospects

Haringey is committed to improving long-term prospects for residents, through investment in education and skills, and encouraging economic growth that will improve access to high quality employment.

#### Education and skills for young people

Haringey's schools have made significant improvements in academic attainment since 2012, with all the borough's secondary schools now rated good or outstanding by Ofsted and similarly 95.2% of primary schools. However, there is a persistent attainment gap between pupils living in the more deprived east and the more affluent west of the borough:

Figure 3: Percentage of pupils with 5 A\*-C grades at GCSE (including English and Maths)<sup>1</sup>



This divergence in attainment is evident at Key Stage 1 and this gap increases or is maintained through to Key Stage 4.

Attainment and participation in STEM subjects, needed to access high quality jobs in the growing technology and life sciences sectors, is low across the borough and especially in the east, compared to London and national averages.<sup>2</sup>

In 2015-16 53% of Haringey pupils went into Higher Education, slightly above the England average of 48%. However, many of Haringey's young people struggle to find pathways into sustained and high-quality employment post-16. Only 13% of those in vocational education found sustained employment and training against the England average of 23%. Only 3% entered apprenticeships, compared to the England average of 7%. The proportion of 16 and 17 year olds who are NEET (Not in Education, Employment and Training) is far greater in the east, where three wards (Northumberland Park, St Ann's and Noel Park) have a NEET rate above 4%.

#### Adult employment and earnings

Although unemployment is falling, we know that there has been a corresponding increase in the number of low- paid jobs. The number of Haringey residents in in-work poverty is rising, with the proportion of residents earning less than the London Living Wage rising from 24% in 2010 to 32% in 2015. The median hourly income of an individual living in Tottenham is just £11.40, compared to £16.90 in the rest of Haringey and £16.60 in London. In Northumberland Park unemployment (26%) is almost double the rate across the whole borough and three times the national average. More than a quarter of residents (26%) in the ward have no formal qualifications, against 13% for all of Haringey.<sup>3</sup>

<sup>1</sup> Haringey schools data

<sup>2</sup> Report of the Haringey STEM Commission, 2016

<sup>3</sup> Census 2011, accessed through [London Datastore](#)

## Haringey's employment market

Haringey has fewer employment opportunities than many other boroughs, with a jobs density of 0.48, lower than the London average, GB average, and the average of neighbouring central London boroughs. The gross weekly pay by workplace (£574.20) in our borough is much lower compared to London overall (£670.80).

Over 90% of businesses in the borough are micro-businesses, whereas the majority of jobs growth comes from larger firms.

### WHAT DOES THIS MEAN FOR HDV

The evidence set out above will inform HDV's contribution to providing Better Prospects for Haringey residents. HDV's social and economic contribution will focus on the following strategic outcomes:

- Children and young people excel at school, making the most of their potential, with more young people in employment, education or training;
- Residents have the training, skills and support necessary to find and keep good quality employment;
- Local business can thrive and grow.

#### *How the HDV will contribute*

HDV will focus on improving skills and training opportunities so residents are able to find good and high quality employment in growing economic sectors. Opportunity pathways created by HDV in education and jobs should be prioritised to the east of the borough where the inequality in outcomes is greatest. In particular young people will have access to opportunities that were not typically available to their parents. For example construction contracts prioritise skills development and employment opportunities for local people.

To support these outcomes two of the first social and economic programmes will focus on the creation of the Skills and Employment Hub in Northumberland Park and supporting delivery of the recommendations set out by the Haringey STEM Commission.

## Healthy Lives

There is significant inequality in health outcomes between the east and the west.

### Obesity

71% of year 6 pupils in North and South Tottenham are overweight or obese. A year 6 child living in Northumberland Park is 2.5 times more likely to be overweight or obese than a peer living in the west. Only 12.8% of 15 year olds in Haringey are physically active for at least one hour per day a week.<sup>4</sup> This trend is even more pronounced in BAME communities, who are more likely to live in the east of the borough.<sup>5</sup>

### Healthy life expectancy

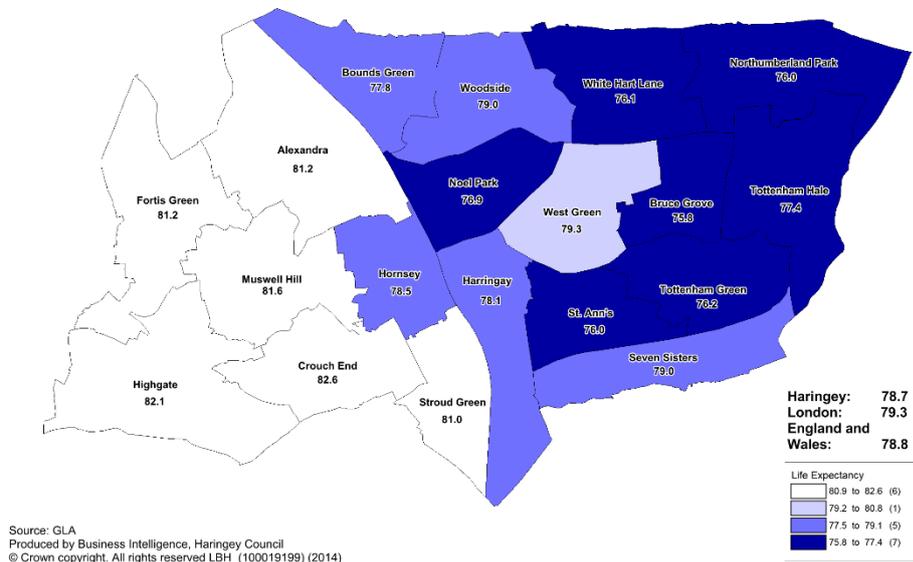
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<sup>4</sup> Active Lives Survey 2016

<sup>5</sup> Active Lives Survey 2016

There is a significant disparity in life expectancy for residents living in the east and the west of the borough respectively. Men living in the east of the borough live on average 9 years less than their peers in the west:

Figure 4: Life expectancy by ward (dark shading= lowest)<sup>6</sup>



While women typically have a greater life expectancy than men in Haringey, they also live 9 years longer in poor health. On average men in Haringey have a healthy life expectancy of 65 years and live 15 years in poor health; for women the averages are 61 years and 24 years respectively.

### Mental health and wellbeing

Mental health inequalities are a significant barrier to residents across the borough fulfilling their potential and living long and healthy lives. Haringey has high level of factors that increase the risk to mental health and wellbeing, such as deprivation, unemployment and homelessness, all of which are more concentrated in the east of the borough.<sup>7</sup>

Over 34,500 adults have a common mental disorder such as anxiety or depression. This is a proven barrier to sustained employment- just 33% of those with mental health issues are in work, compared to 53% of residents with a physical disability. More than 4,000 live with a severe mental illness, predominantly in the east of the borough; low percentages are in employment or settled accommodation.<sup>8</sup>

<sup>6</sup> Haringey Joint Strategic Needs Assessment 2015

<sup>7</sup> Haringey Joint Strategic Needs Assessment 2016

<sup>8</sup> Haringey Health and Wellbeing Strategy 2015-18

## WHAT DOES THIS MEAN FOR HDV?

The evidence above will inform HDV's contribution to empowering Haringey residents to improve their health. HDV's social and economic contribution will focus on the following strategic outcomes:

- Haringey is a healthy place to live where health and wellbeing is designed in
- More people have good mental health and wellbeing
- Residents will be healthy for as long as possible
- Residents live healthy and fulfilling lives

### *How HDV will contribute*

To support these outcomes one of the first programmes supported through the Socio-Economic programme will be a community- based programme aimed at improving and sustaining positive mental health.

The HDV's core regeneration activities will ensure the built environment promotes access to Primary Healthcare, healthy living, increased physical activity and greater use of outdoor space.

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## Clean and Safe

Haringey is committed to ensuring that residents feel safe and secure in their neighbourhoods and local communities. Haringey is already making progress towards providing open space that people can enjoy, with 25 of the borough's 31 parks and open spaces attaining Green Flag status in 2016.

'Hotspots' of crime remain in Haringey

While overall crime levels in Haringey are falling year-on-year, and are on average comparable with Greater London, parts of Wood Green and Tottenham remain overrepresented in crime statistics. Noel Park and Northumberland Park wards witness crime rates far above Haringey and London levels.<sup>9</sup>

The rate of violent crime is of growing concern and is considerably higher within the Tottenham area, on average being 50% higher than other Haringey over time and 96% higher in North Tottenham compared to the lowest London quartile. There is also evidence of more young people being drawn into serious criminal activity. There were 319 incidences of serious youth violence (SYV) in 2015/16. Gang membership is becoming progressively younger, with some young people involved from ages 10 to 13 years.

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<sup>9</sup> Crime rates are calculated as the number of actual crimes reported divided by the total population, then multiplied by 100,000. Crime rates in the referenced areas: Noel Park (200.7) and Northumberland Park (130.8) are significantly higher than Haringey (83.8) and London (83.3). Metropolitan Police Crime Statistics 2014/15, accessed via [London Datastore](#)

## Resident perceptions

Residents' perceptions of feeling safe during the day and 'after dark' fall below the national benchmarks; with the percentage of residents who feel safe outside of their local area is 21 points below the national benchmark.<sup>10</sup>

### WHAT DOES THIS MEAN FOR HDV?

The evidence above will inform HDV's contribution to creating a safer environment where people are proud to live, work and visit. HDV's social and economic contribution will focus on the following strategic outcomes:

- Streets, parks and estates are clean, well-maintained and safe
- Crime and the fear of crime is reduced through application of best practice design, working with stakeholders and local communities
- Incidents of serious crime, including youth crime, gang activity and VAWG are reduced by actively working with partners

#### *How HDV will contribute*

HDV will ensure opportunities for crime are designed out of new developments, supported by targeted programmes delivered in partnership with specialist organisations.

HDV's social and economic programmes will invest in early intervention and prevention to support those young people at risk of bad outcomes later in life. This will have the greatest impact on a person's life chances and will ensure that all residents thrive and feel secure in the long-term.

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## Community Pride

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.

### Transient communities

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.<sup>11</sup> In many wards in the east of the borough this rises above 50%.

### Reducing social isolation

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.

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<sup>10</sup> 2013 Frontline Services Satisfaction Research

<sup>11</sup> Census 2011, accessed through [London Datastore](#)

## WHAT DOES THIS MEAN FOR THE HDV?

The evidence above will inform HDV's contribution to creating homes and neighbourhoods where people can thrive. HDV's social and economic contribution will focus on the following strategic outcomes:

- Residents are confident participating and connecting in their community
- Residents can participate in design and delivery of their neighbourhood
- Social capital is built through places and programmes
- More affordable housing, secure tenancies and properties in a good condition

### *How HDV will contribute*

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 are a higher proportion of young people.

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## 4.2 Impact Themes and Strategic Aims

Based on the context four strategic impact themes have been developed to guide HDV's contribution to achieving social and economic outcomes. The themes set a direction of travel for HDV and are underpinned by a set of priority outcomes. This outcomes framework will shape the places HDV creates and the socio-economic programmes it will deliver. A summary of the themes and strategic aims are:

HDV Impact Themes	Better Prospects: Enabling education, training and employment	Healthy Lives: Empowering people to improve their own health	Community Pride: Creating homes and neighbourhoods where people can thrive	Clean and Safe: Creating a safer environment where people are proud to live, work and visit
HDV Strategic Aims:	<p>Children and young people excel at school, making the most of their potential, with more young people in employment, education or training</p> <p>Residents have the training, skills and support necessary to find and keep good quality employment</p> <p>Local businesses can thrive and grow</p>	<p>Haringey is a healthy place to live where health and wellbeing is built in at the design stage</p> <p>More people have good mental health</p> <p>Residents will be healthy for as long as possible</p> <p>Residents live healthy and fulfilling lives</p>	<p>Residents are confident in and connecting with their community</p> <p>Residents can participate in design of their neighborhood</p> <p>Social capital is built through places and programmes</p> <p>More people can access affordable housing, secure tenancies and properties in a good condition.</p>	<p>Streets, parks and estates are clean, well-maintained and safe</p> <p>Crime and the fear of crime is reduced through application of best practice design, working with stakeholders and local communities</p> <p>Incidents of serious crime, including youth crime, gang activity and VAWG are reduced by actively working with partners</p>

Table 1 – HDV Impact Themes and Strategic Aims

## 5 PEOPLE, PLACE AND PROGRAMMES

### 5.1 People

HDV recognises that people are at the heart of regeneration and that engagement with the community, business and key stakeholders is essential to building resilient communities and achieving the strategic aims set out above. Through a culture of participation, the HDV will build capacity and create a confident and empowered community for the long term; one that is proud to live, work and stay in Haringey. From the outset HDV's objective is to fully understand local aspirations, needs and priorities to shape the Place and Programmes.

The principles set out in the Stakeholder and Community Engagement Strategy has been included in the HDV Strategic Business Plan.

### 5.2 Place

HDV will deliver exemplary place making that provides environments that are well connected, inclusive and accessible. This means mixed and inclusive neighbourhoods with a broad range of facilities and amenities available to residents from all age groups that can lead to happy, healthy and fulfilling lives. All physical change will be planned to support the delivery of HDV's social impact themes and their strategic outcomes.

HDV's proposed design approach for each place goes beyond physical buildings, incorporating safety, sustainability and health, diversity and community. Place design will promote interventions such as connected open spaces, active play spaces, cycle and pedestrian pathways improving regional connections and activated street frontages. There will also be a focus on designing out crime and ensuring that safety and feeling safe are priorities for the environments that will be created. The design process begins with understanding each location; the context, history and culture to best harness the opportunity of an area.

The principal components of HDV's Placemaking approach are illustrated in Figure 5 below. For a comprehensive overview of HDV's Place Strategy refer to HDV's Placemaking Business Plan.



*Place making goes beyond physical buildings, incorporating place, safety, sustainability, diversity and community*

Figure 5: HDV Place approach

Below follows a summary of the socio-economic place design for each regeneration project as at this stage of the development process.

### 5.2.1 Northumberland Park

Northumberland Park is a diverse place that supports smaller neighbourhoods with distinct character and history. HDV aims to create a place that builds social capital and fosters community interaction; enabling future communities to have a strong identity and sense of pride in the place that they live and work, with access to opportunities that are equal to the best in London. The regeneration at Northumberland Park will adopt the 'Key Principles for Change' as outlined in the Northumberland Park Strategic Framework. A summary of Northumberland Park place design is in Table 2 below, for a comprehensive overview please refer to the Northumberland Park Business Plan.

Better Prospects	Healthy Lives	Community Pride	Clean and Safe
Assist council in the delivery of a new Northumberland Park Community School and The Vale School	Community Health and Wellbeing Centre (includes dentist and GP surgeries, counselling rooms, gym, fitness studios and sheltered housing)	Net increase in affordable homes through 5,000 tenure-blind new homes, targeting 40% affordable (subject to viability)	Secure by Design principles incorporated throughout masterplan process
Skills and Employment Hub			Increased permeability and connections between Park Lane and Northumberland Park to activate streets and increase footfall
Creative Businesses Hub incorporating co-working and studio space (Enterprise Zone)	2.5 hectares of new green open space incorporating cycle lanes and priority rights of way for pedestrians	New facilities: Community Health and Wellbeing Centre, Community Hub and Skills and Employment Hub	Estate Management and Housing Office
Significant increase in new shops, cafes and restaurants that are accessible to all	Park Lane enhanced to increase cyclist and pedestrian permeability throughout Northumberland Park and improved connections to Lee Valley Park	Network of parks and squares providing a focal point for community interaction	Adopt Lendlease Design for Dignity Principles
New office cluster or university campus	An adventure playground at central Northumberland Park	Activated meanwhile uses	
	Permanent youth activity space which has the potential to incorporate skate parks, basketball and park in Paxton Square	Adopt Lendlease Design for Dignity Principles	
	Grow Gardens		

Table 2: Place summary of Northumberland Park

## 5.2.2 Wood Green

HDV will support a revitalised High Road with three sites that connect the High Road to the wider town centre and this will create a vibrant and safe environment. New public realm, spaces to dwell, a strong retail offer and cultural programming will reassert the importance of Wood Green to the greater area. The impact will extend beyond the Town Centre to other regeneration areas such as Northumberland Park and High Road West, having strong synergies with other cultural offerings. A summary of the Wood Green place design is in Table 3 below, for a comprehensive overview please refer to the Wood Green Business Plan.

Better Prospects	Healthy Lives	Community Pride	Clean and Safe
Meanwhile Incubator space to support local business growth	Places to dwell, connect, relax and play	Create a new town square focused on creating social interaction and community cohesion	Secure by Design principles incorporated throughout masterplan design
Revitalise town centre with new Retail and Food and Beverage Space	New public spaces and gardens that are connected to the larger network of parks and green spaces	Community facilities	Increased permeability and connections between High Road and Cultural Quarter to activate streets and increase footfall
Permanent Co-working and Grade A space for SMEs and creative industries	Enhancing a network of pedestrian and cycle ways between sites	Tenure-blind new homes, targeting 40% affordable (subject to viability)	Adopt Lendlease Design for Dignity Principles
Supporting the creation of a Business Improvement District (BID)	Grow gardens for individuals and restaurants	Meanwhile Use spaces	Support a night time economy with new restaurants and entertainment

Table 3: Place summary of Wood Green

## 5.2.3 Cranwood

The aspiration for Cranwood is to set new standards in sustainable design and energy performance. Cranwood will have quality, mixed tenure homes that revitalise the streetscape, enhance local connectivity and engender a new sense of community. This will be delivered through improving cycling and pedestrian pathways between Highgate Wood and Parkland Walk, community grow gardens, affordable tenure blind homes and adopt Design for Dignity principles that consider the needs of families, youth, the physically and mentally disabled and the ageing population in design. For a comprehensive overview please refer to the Cranwood Business Plan.

## 5.3 Programmes

HDV has budgeted £8m to fund socio-economic programmes that contribute to delivering the strategic aims set out within HDV’s four impact themes. Initial work has already been undertaken to identify priority areas for year one and these programmes will be developed in detail during the first 100 days of HDV operation. The HDV will continue to work with Council as a key partner to identify and target future socio-economic programmes over the life of the 20 year partnership. The initial focus areas are summarised in Table 4, below.

HDV Impact Theme & Strategic Aim	Programme	Programme outputs
<p><b>Better Prospects</b></p> <p><i>Residents have the training, skills and support necessary to find and keep good quality employment</i></p>	<p>1. Skills and Employment Hub, Northumberland Park.</p> <p>The Hub will offer skilling and employment programmes initially focussed on construction related opportunities generated by HDV and the wide-ranging roles that will be available.</p> <p>The Hub will be open to all and with an added emphasis on supporting those that are furthest away from employment.</p> <p>The curriculum will be developed with Council and other key partners to ensure it complements existing provision in the borough and that it provides additional capacity.</p>	<p>3,250 skilling outcomes; Securing employment for 1,000 previously unemployed residents; 500 previously unemployed residents sustain at least 6 months’ employment; Securing employment of 50 ex-offenders or current serving prisoners; and 277 apprenticeships</p> <p>This is in addition to HDV being a London Living Wage employer and mandating this throughout its supply chain.</p>
	<p>2. Improving young people’s engagement and attainment in STEM</p> <p>To support the delivery of the 2016 Haringey STEM Commission’s recommendations the HDV will work with the local authority, stakeholders, partners and supply chain to provide opportunities for young people, their parents and teachers to engage in STEM activities.</p>	<p>HDV is currently working with Council and other key partners to design these programmes.</p>
<p><b>Healthy Lives</b></p> <p><i>More people have good mental health</i></p>	<p>3. Improving and supporting positive mental health</p> <p>HDV will work with Council and partners to develop a community based mental health programme aimed at raising awareness, reducing stigma and increasing support for those that are experiencing mental ill health.</p>	

Table 4: Summary of proposed HDV socio-economic programmes

In addition to HDV wide programmes there will be some location specific opportunities available at Northumberland Park, Wood Green and Cranwood as these will be specifically tailored to the needs of their local communities. HDV is in the early stages of identifying these opportunities and will test and develop proposals during the individual projects stakeholder and community engagement activities. The cost of these initiatives are either embedded in the individual business plans or are subject to approval based on programme funding and resources outlined in the financial business plan. They are summarised in Table 5, below.

Table 5 – Proposed regeneration project programmes

Better Prospects: Enabling education, training and employment	Healthy Lives: Empowering people to improve their own health	Community Pride: Creating homes and neighbourhoods where people can thrive	Clean and Safe: Creating a safer environment where people are proud to live, work and visit
Local enterprise support programme that includes affordable space and business training across all locations	Residents cycling scheme at Cranwood	Community-led meanwhile use programmes at all locations	Clean-up amnesty at Northumberland Park
Affordable childcare provision at Northumberland Park	Healthy Food strategy in retail premises	Co-design workshops and outreach events	Safety perception surveys across all locations

### 5.3.1 Identification of future programmes

HDV will select and prioritise programmes based on feedback from stakeholders and the identification of programmes will be managed through HDV’s business planning and governance process. All future programmes should contribute to the impact themes set out in the outcomes framework and will complement and add value to the work in the borough led by Council and other delivery partners.

### 5.3.2 Programme funding and resources

HDV has budgeted £8m in the financial model supporting the initial HDV Strategic Business Plan to deliver its socio-economic programmes and this is allocated over the life of the Category 1 projects. This budget will be managed in line with the overall HDV financial and commercial management processes set out in the Finance and Commercial section of the HDV Strategic Business Plan.

[Redacted Material]

### 5.3.3 Social Return on Investment

HDV will use Social Return on Investment (SROI) analysis to measure the value created by its social programmes. SROI is an evidenced-based framework for measuring and accounting for value. It is a broad determinant of value as it considers social, environmental and

economic costs and benefits, not just economic returns. SROI achieves this by measuring change in ways that are relevant to the people and organisations that experience and contribute to that change. Monetary values are then placed on the outcomes of this change to provide a commonly understood unit of value.

HDV will use Social Value International SROI methodology and will use SROI to:

- Inform the development and design of programmes to ensure return in investment is maximised;
- Validate programme outcomes and communicate value to stakeholders;
- Iteratively inform future programmes and investments to enable HDV to focus on delivering the most successful programmes or scale up existing ones; and
- Demonstrate social and economic benefits as required by the Social Value Act 2012.
- All of HDV's SROI assessments will be externally assured.

## 6 WIDER SOCIO-ECONOMIC INVESTMENT

The section summarises the wider contribution HDV will make to socio-economic outcomes within the Borough through Section 106 and CIL payments and those that will be bought about through construction and the Contractor Framework Agreement (CFA).

### 6.1 Section 106 and Community Infrastructure Levy (CIL)

Section 106 funding that is secured from the HDV will be used to deliver employment and skills and wider socio-economic outcomes that support the strategic priorities for the Borough. £37.7m has been allocated in the initial HDV financial model for Section 106 and CIL payments.

### 6.2 Construction

Through the Construction Framework Agreement HDV will procure construction services from Lendlease Construction and as part of this service delivery Lendlease Construction will invest substantially in social and economic outcomes. This will be over and above the S106 and CIL payments outlined above. If a third-party contractor is used HDV would also expect to procure a level of socio-economic commitment.

[Redacted Material]

Principal activities include:

- Paying London Living Wage and making this a contractual obligation throughout the supply chain;
- Employing local labour and investing in upskilling, including allocating dedicated project resources to manage these programmes;
- Investing in local Traineeships and Apprenticeships;
- School engagement and volunteering;
- Community engagement plans and outreach;
- Considerate Contractors Scheme (Ultra Site);

- Investing in workforce wellbeing - mental health first aid programmes, health checks, exemplar welfare facilities and best practice occupational health;
- Local supplier days, briefings and up-skilling programmes;
- Sustainability Supply Chain School and using this to upskill the local supply chain and business;
- Mitigating impacts on air quality and traffic congestion through renewable energy programmes and traffic management solutions; and
- Healthy building and construction materials.

[Redacted Material]

### 6.3 Tottenham Regeneration Charter

The HDV pledges support for the Tottenham Regeneration charter that aims to support local residents with skills and experiences that will enable them to make the most of their own opportunity and ambition. The HDV will actively promote the Charter with partner organizations and publicize our pledge. Lendlease has already signed up to this charter.

## 7 SOCIAL IMPACT VEHICLE

HDV will establish an innovative Social Impact Vehicle (SIV), which can make financial investments in Haringey, to support interventions that will feed into the delivery of the strategic outcomes set out under the four impact themes above. Social investment is an emerging area, which can be used to target investment to organisations, issues or cohorts that are underserved and where traditional finance models typically don't apply. The Social Impact Vehicle will aim to become a centre of excellence in social investment, at the forefront of developing new models of support.

### 7.1 Role of the Social Impact Vehicle

The SIV will play a number of roles:

- Developing an investment strategy; and securing additional investment and grant funding from public, private and philanthropic sources.
- Designing and agreeing social investment contracts; working closely with investors, delivery partners and the Council to negotiate and agree terms.
- Developing and managing long term partnerships with the partners above, with a focus on building local capacity.
- Managing performance and delivery of social investment contracts, including managing outcomes payment/ loan repayments and reporting on progress towards the overarching outcomes.

## 7.2 Types of Investment

The SIV will be able to manage a range of different models of social and economic investment to create a balanced portfolio, examples of which are set out below. Investments will be made on the basis of both their social impacts and financial viability.

## 7.3 Social Impact Bond (SIB)

SIBs are a financial instrument enabling public sector commissioners to deliver new innovative approaches to improving outcomes for those residents with existing multiple and complex needs, with reduced risk.

Commissioners and social investors enter an outcomes- based contract, where the investors fund the delivery of social programmes upfront. As outcomes are delivered, the commissioners return an agreed “outcomes payment” that will reflect both the savings to the commissioner and the risk to the investor.

### SIB Case study: Improving employment outcomes for Haringey’s NEET care leavers

43% of Haringey’s care leavers are NEET, this rises to 72% NEET among care leavers who are not in suitable accommodation. The national average for young people aged 16-24 is 12%. The link between care histories, unstable housing and engagement in education/employment is well understood and borne out by the evidence in Haringey. Rather than the current narrow focus on managing risk and preventing crisis, SIB investment could be used to commission a bespoke supported housing pathway, triangulating support on housing, health and skills to build the young person’s confidence and strengthen assets.

Linking outcomes for care leavers to clear financial incentives for the provider will increase the flexibility and integration of services for care leavers. Access to the pathway will take a ‘no wrong door’ approach for looked after children and care leavers across Housing, Social Services, Youth Justice Service and Probation. The intervention is considered successful when the young person sustains a period of EET for over 6 months and is living independently, or considered ‘move-on ready’ by the case team.

Contribution to HDV strategic outcomes:

- Fewer young people not in employment, education or training
- Residents have the training, skills and support necessary to find and keep good quality employment
- More people can access affordable housing, secure tenancies and properties in a good condition
- Social capital is built through places and programmes

## 7.4 Collective Impact Bond (CIB)

Following the ethos of a social impact bond, a CIB brings together multiple commissioners and delivery partners to support residents who are “at risk” of long-term negative outcomes. The target cohort are identified and supported through tailored packages of interventions, paid for up front by social investors and delivered through local non- statutory partners.

Like a SIB, the investors are repaid by commissioners once an agreed set of outcomes have been achieved.

### **CIB Case Study: Ensuring young people can flourish in adulthood**

The “West London Zone,” modelled on the Harlem Children’s Zone and Promise Neighbourhoods, has developed a “Collective Impact Bond”. This brings together multiple public sector commissioners, social investors and non- statutory delivery partners to support 13,000 young people most in need of early intervention in order to flourish in adulthood.

The young people are identified using a specially- developed outcomes framework, developed with a specialist research partner. Social investors pay for interventions upfront, delivered through local non- statutory providers, such as mentoring, positive activities or mental health support. The tailored package for each person is coordinated by a “backbone” organisation that tracks their progress towards the desired outcome. The participating local authorities and other commissioners only pay back the investors once outcomes are achieved.

Contribution to HDV strategic outcomes:

- Residents live healthy and fulfilling lives, and more people have good mental health
- Children and young people excel at school, making the most of their potential
- Incidents of serious crime, including youth crime, are reduced by actively working with partners

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## **7.5 Social Infrastructure Investment**

Social investment can help to deliver housing and community infrastructure leading to improved socio-economic outcomes. Loans are provided at a discounted financial return, reflecting the investors’ interest in improving social outcomes, to construct, purchase or refurbish the required land and facilities.

Investors are repaid using rental income from service providers, payments for use of services and /or any rise in property/ land value.

### **Case Study: Real Lettings Property Fund**

Resonance Ltd and St Mungo’s Broadway developed the “Real Lettings” social investment fund in response to the lack of private rented accommodation accessible to those in temporary accommodation or at risk of homelessness. This has raised £56.8 million from local authorities and social investors across Greater London, using the finance to purchase and refurbish 250 properties.

The properties are leased to families and individuals at risk of homelessness at a reduced rental value. St Mungo’s Broadway delivers a wraparound employment support programme, enabling tenants to sustain private-sector tenancies in the medium to long term. Investors are repaid with a commercial risk-adjusted return, using rental yields and capital appreciation on managed properties.

Contribution to HDV strategic outcomes:

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- Residents have the training, skills and support necessary to find and keep good quality employment
  - More people can access affordable housing, secure tenancies and properties in a good condition
- 

## 7.6 Business and Community Development Loans

Business start-up loans in markets where open market finance is lacking or the business has a social purpose, providing more flexible loan conditions to reflect the broader contribution the business makes in terms of local jobs and/or contributing to the strategic impact themes.

Investors are repaid by income generated by the business

### Case Study: Tottenham Opportunity Investment Fund

Haringey's Opportunity Investment Fund (OIF) is a £3.67m business loan fund jointly provided by Haringey Council and the Mayor of London. The OIF helps businesses to generate new jobs, create or improve work space, purchase machinery or production equipment. It is open to both support existing Tottenham businesses and to attract new businesses into the area.

Twelve loans have been approved since the start of 2015 to a range of businesses, including breweries (Redemption Brewery), food (Inspiral Visionary Products) and climbing walls (Stronghold). In total £1.8 million has been lent which will see the creation of over 200 full time jobs, dozens of apprenticeships and opportunities for work experience for Haringey residents, alongside 59,550sq ft of business space.

Contribution to HDV strategic outcomes:

- Local business can thrive and grow
  - Residents can participate in design and delivery of their neighbourhood
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## 7.7 Investment

Lendlease has committed to establish the SIV within the HDV and provide ongoing investment up to a value of £20m for Category 1 projects, which includes:

[Redacted Material]

This capital provided by Lendlease is an investment, which is intended to earn a return that will be available for reinvestment. The SIV is not intended as a grant giving body, though as with all financial investments, Lendlease recognises that the investment of this capital is at risk.

## 7.8 Governance

To ensure continued alignment with the objectives of the HDV and the partners it is proposed that the SIV Board is a subsidiary of the HDV Board in the first instance and it will be an early decision for the Board to agree the operating model, additional board members and decide on early investment opportunities.



Business planning for the SIV will take place in line with HDV's business planning cycle, with the first business/investment plan being developed within Year 1 of HDV operations. Return on investment rates will be identified during this time and will be set depending on investment type and investor profile, noting that where appropriate investments might also include a philanthropic element. It is intended that the SIV takes a portfolio approach to managing investments and all investments will be made against specific investment criteria, which will be agreed as part of the first business plan.

The purpose of [Redacted Material] is to enable leverage of further private and public sector finance. Whilst some early spend might occur the intention is not to erode the SIV's capital and a minimum 'baseline' capital amount required to keep the SIV viable will be defined during the first business planning cycle. The SIV launch plan is summarised in Table 7.

To assist in the development of the SIV business plan HDV intends to work with several external specialists. One of these is the Government Outcomes Laboratory (GO Lab) based at University of Oxford which provides research, training and expertise in outcome based commissioning and social impact.

## 8 SOCIO-ECONOMIC LAUNCH PLAN

An overarching and comprehensive HDV launch plan is included in HDV's Strategic Business Plan, a socio-economic summary of this plan is provided below.

Aspect	First 100 Days	First 1,000 Days
Community and Stakeholder Engagement	<p>Stakeholder mapping and individual briefings to further inform detailed stakeholder engagement plans.</p> <p>Refinement and update of Northumberland Park, Wood Green Community and Stakeholder Engagement Plans</p>	Execute Community and Stakeholder Engagement Plans
Programmes	<p>Stakeholder consultation on the Skills and Employment Hub - planning submission and determination, confirmation of curriculum and procurement of an operator.</p> <p>Development of STEM and mental health programme</p>	<p>Skills and Employment Hub constructed and operational.</p> <p>STEM and mental health programmes piloted and converted to ongoing delivery.</p> <p>Identification of further programmes informed by iterative SROI analysis.</p>
Social Impact Vehicle	<p>SIV established [Redacted Material].</p> <p>Investment strategy, fund mandate and business plan developed.</p>	First investment secured and delivery commences.

Table 8 – HDV's socio-economic launch plan