HIGH ROAD WEST
MEMORANDUM OF INFORMATION

For the appointment of a development partner to deliver a residential led mix used development in the High Road West Regeneration area.
North Tottenham Regeneration Area
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Foreword

Haringey is the future of London. We have thriving communities, fantastic transport links and a clear vision of how we can make our borough even better.

Whether it’s Champions League football at a stunning new Spurs stadium, the beautiful waters of the Lee Valley – London’s largest open space – or an industrial heritage that continues to flourish through independent manufacturing, Tottenham has a strong history to build on.

Independent research from Bilfinger GVA shows that in the next 20 years, jobs growth here will outstrip anywhere else in the capital – including Westminster and the City of London.

We’re already delivering change on the ground. We are London’s largest Housing Zone, with a commitment to build 10,000 new homes and create 5,000 new jobs by 2025. And our borough is set to benefit from more Crossrail 2 stations than anywhere else in London – along with a raft of other infrastructure improvements.

We are looking for a creative and experienced Development Partner to help us deliver a key part of that vision – the regeneration of the High Road West area of North Tottenham.

Alongside the landmark £600million redevelopment at Tottenham Hotspur FC – which will see Premier League football and NFL American Football games broadcast around the world – High Road West offers the potential for an international destination with opportunity for 1,400 modern, high-quality homes, new leisure facilities and public space.

A revamped White Hart Lane Station and new Crossrail 2 station at nearby Northumberland Park will make this development within 20 minutes reach of central London – making this a unique opportunity for an ambitious Partner.

We are committed to making change happen. We’ve agreed a masterplan framework and put clear planning policy in place to support growth. And we’ve spent years working with local people to gain their trust and support – with 85 per cent of residents backing our vision.

Any Partner will need to share that vision – making sure redevelopment brings benefits for our residents and businesses and supports them in the future, and being flexible and innovative about the way we achieve that together.

I look forward to seeing you rise to that challenge.

Cllr Claire Kober
Leader, Haringey Council
Haringey Council (the “council”) is pleased to launch the process for the selection of a development partner(s) (the “Partner”) to deliver the High Road West Scheme (“HRW Scheme”) located in North Tottenham.

The council is seeking to enter into a development agreement with the Partner who will establish a lead role in delivering regeneration and growth across the c.11 hectare HRW site. The selected Partner will need to share in the council’s robust objectives for the HRW Scheme, building on the vision set out in the 2014 High Road West Masterplan Framework, the Tottenham Area Action Plan, the Strategic Regeneration Framework and the Corporate Plan.

The council intends to secure and transfer land for HRW regeneration on a phased basis once conditions precedent have been satisfied and vacant possession is achieved. The council will consider using its statutory powers to acquire third party interests, if necessary.

The Partner must also commit to the council’s wider social and economic vision for the Borough and will ensure that physical regeneration reaps improved social and economic outcomes for local people. Together, the council and its Partner will harness the HRW Scheme’s potential to become a more balanced and prosperous area and an important part of the future of London.
The Development Opportunity

Introduction

The c.11 hectare HRW Scheme is one of London’s most exciting regeneration opportunities, offering the potential to deliver at least 1,400 new homes, 8,800 sqm of commercial space and new community facilities structured within a creative and inspiring framework of place-making. The scheme seeks to secure physical, social and economic regeneration outcomes providing sustainable neighbourhoods that embed opportunities for significantly improved health and wellbeing for local communities.

The HRW Scheme provides the opportunity to deliver the following “Project Deliverables”;

- A minimum of 1,400 new high quality homes to include a total of 145 new high quality social rent homes and 46 shared equity homes
- A minimum of 4,800 m$^2$ of A1, A3, A4 retail space
- A minimum of 3,000 m$^2$ of D2 leisure space
- A minimum of 1,000 m$^2$ of B1 business space
- A new 1,400 m$^2$ library and learning centre
- Improvements to the landscape and public realm, including a major new link between an enhanced White Hart Lane Station and Tottenham Hotspur Football Club (“THFC”)

In addition the site provides the opportunity to deliver an energy centre accommodating the plant required for a District Energy Network (DEN) that ultimately will serve the HRW Scheme, THFC and Northumberland Park Estate providing all hot water and space heating needs. The operator of the energy centre will be procured by the council, and will provide the plant required for the DEN. The council’s Cabinet will be considering the business case for the DEN in September 2016.

The council may include additional land within the local area to be developed by the selected Partner, should it be deemed to support the objectives of the HRW Scheme.
The North Tottenham Context

Located in North Tottenham the HRW Scheme is a key priority for the Tottenham Regeneration Programme in delivering the council’s overall regeneration ambitions for the borough of 10,000 new homes and 5,000 new jobs to be delivered by 2025.

The current scale of opportunity in North Tottenham is unparalleled in London. This once in a generation opportunity is fully supported by the Mayor of London, who has committed London’s largest Housing Zone funding to help deliver across the area, identifying the HRW Scheme as a key enabler to unlocking growth and delivering key infrastructure and place-making investment.

The HRW Scheme provides excellent, and ever improving, transport connectivity and continues to attract investment such as;

- £80m improvements for the West Anglia Main Line to create a ‘turn up and go’ service for Northumberland Park
- £14m in a new station entrance for White Hart Lane as well as putting the station on the tube map
- An expected Crossrail 2 announcement for Northumberland Park

Current travel times form North Tottenham to key transport connections;

- 15 minutes to Kings Cross
- 15 minutes to Stratford
- 23 minutes to Liverpool Street
- 40 minutes to Stansted Airport
In summary North Tottenham will:
• Be a premier leisure and residential destination for London
• Be home to mixed and sustainable communities through the delivery of c 4,800 new high quality homes for a mix of incomes, tenures and lifestyles
• Be an enhanced place, supporting a community with more, and better, opportunities and world class community and educational facilities, with vastly improved social, economic and health outcomes ensuring a better quality of life
• Bring forward a high quality public space network, centred around a new, active public and community space adjacent to the new THFC stadium, which will link White Hart Lane station, with the THFC stadium, Northumberland Park station and the Lee Valley Regional Park
• Create 3,600 jobs through the delivery of new ‘destination’ commercial space, vibrant new local centre, improved High Road and new health, education and community facilities
• Retain and enhance its diverse character and strong community identity
• Have a mix of urban and landscaped settings with improved access to a busy London high street, the open spaces of the Lee Valley Regional Park and better connections to the rest of London
• Will provide a district energy system, which will ensure that sustainable, affordable energy is provided
Supporting Developments

It’s intended that HRW Scheme along with two major regeneration schemes described below will collectively deliver the vision for North Tottenham.

**Northumberland Development Project**

The £600m **Northumberland Development Project** is a catalytic, multi-stage, mixed-use development led by THFC, which centres on a new stadium on the site of their current stadium in North Tottenham. With phase one and the delivery of a large new supermarket and a University Technical College completed, focus has turned to the delivery of phase 2, which has just been granted planning permission. This scheme will deliver:

- A world class leisure destination for London promoting sports, health and well-being and cutting edge education facilities
- A 61,000 seat stadium that will be the biggest Premier League venue in London, as well as being able to host an NFL franchise and up to 50 event days per year.
- Substantial, high quality public realm that will become a focal point for community events and activities
- Almost 20,000 sqm of commercial space
- 585 residential units by 2021
- 180 room 4* hotel with 49 serviced apartments
- The new Tottenham Experience which contains a Club megastore, museum and café
Northumberland Park Estate Regeneration

Northumberland Park Estate Regeneration, a 32 hectare scheme where a Strategic Masterplan Framework has been developed in partnership with the local community, has a number of advantages (locational and land ownership arrangements) that can be maximised to fully realise the area’s potential. The scheme will be delivered by the Haringey Delivery Vehicle, for which a development partner is currently being procured.

The scheme will deliver:
- A large estate regeneration scheme providing between 2,300 – 2,800 net new homes, including high quality build to rent homes
- A new all-through academy school to help create a world class education offer for north Tottenham
- Generous new public space, linking into the North Tottenham greenway, which will connect the HRW Scheme, Northumberland Development Project and the Northumberland Park Estate to the open spaces and waterways of the Lee Valley Park
- A new Crossrail 2 station at Northumberland Park
Development Objectives

The council’s vision for the HRW Scheme, as set out in the 2014 High Road West Masterplan Framework, is to create a vibrant and sustainable new neighbourhood with a blend of housing – increasing local residents’ housing choice and supply, whilst also supporting the creation of a leisure destination for London (alongside the planned development at THFC).

In order to meet its vision, the council has established the following project objectives:

• To deliver comprehensive regeneration of the HRW area that creates a vibrant, attractive and sustainable neighbourhood and supports the delivery of a new sports and leisure destination for London
• To regenerate the Love Lane Estate, ensuring that all current secure tenants are re housed within the area in high quality and high performing homes built to the London Mayor’s Design Guide Standards
• To deliver a broad mix of tenures including innovative new affordable housing products and (potentially) Private Rented Sector in a tenure blind development
• To create a new attractive, vibrant and economically successful local centre within the south of the site, which supports both the future community and the creation of a leisure destination alongside planned development at THFC, whilst also measurably increasing employment opportunities
• To deliver new community infrastructure that meets the needs of an increased population, including a new library and learning centre and if necessary health and educational facilities
• To secure wider social and economic benefits for the local community, including employment, education, health and community safety benefits as set out in the Tottenham People Programme

• To deliver high quality design which will create a healthy, safe and economically active neighbourhood and high quality architecture that responds to the existing character and heritage of the area
• To significantly increase the amount and quality of public space in the area, including delivering a new high quality public square, which is activated with community and other uses, to link White Hart Lane station to the High Road
• To ensure that environmental sustainability is designed into the scheme addressing urban challenges such as climate change adaption, noise pollution and air quality
The ambition is to raise the quality of life for our residents through creating more and better quality homes, a high quality, safe environment in which to live, work and visit, community facilities and creating new jobs and employment opportunities for local residents and for London.

The Partner will be required to demonstrate its creativity and a strong commitment to the understanding of these objectives. These will be incorporated into the Development Agreement and other legal documentation between the council and the Partner.

The council may secure and include further land within the local area to be developed by the selected Partner, should it be deemed to support the objectives of the HRW Scheme.
Key Site Characteristics

The southern area of the HRW site is predominantly characterised by the Love Lane Housing Estate, which has 297 properties (215 council owned and 82 leasehold properties). Significant progress has been made in rehousing residents on the Estate, with over a third of residents having been successfully moved. The Estate was built in the 1950’s and includes three 10 storey ‘Y’ shaped blocks and several four storey slab blocks.

The northern area consists of larger industrial buildings occupied by a number of local businesses. The area is bound together by the 19th century High Road retail parade. To the east, the new landmark, Spurs stadium development will provide an impressive range of leisure facilities and open spaces. The streetscape on the High Road, White Hart Lane and around White Hart Lane station (soon to be upgraded as part of major transformation by London Overground) will make the area more attractive, safe and more accessible.

The historic High Road provides a vibrant and popular local centre consisting of shops and services, good and rapidly improving local schools and impressive parks and recreational places, such as Bruce Castle and Park, Lordship Recreation Ground and London’s largest open space, Lee Valley Regional Park. These amenities provide an extensive range of services for local residents.

The HRW site has excellent access, with the A406 (North Circular) around a kilometre to the north, and close links to the A10 linking to the M25, Stansted and Cambridge. Sustainable transport such as the Cycle Superhighway, an excellent bus service and improved rail provision are increasingly improving access in the area.

Proposals for HRW are the result of partnership with the community, residents, businesses and key stakeholders including THFC. Key representatives from education, employment, health and cultural organizations such as Middlesex University, Job Centre Plus and the Care Commissioning Group have supported the development of community facilities, while residents have played a full and proactive role in developing the plans for the scheme.
In 2014, following significant community consultation, the council’s Cabinet agreed the High Road West Masterplan Framework which sets out the council and local communities’ vision for the area. Although not formal planning policy this document provided evidence and an opportunity for community and stakeholder engagement which supported the development of the vision and subsequent policy framework for the area.

In May 2016, the council submitted a suite of four Local Plan documents, including the Tottenham Area Action Plan (AAP) to the Secretary of State for Examination. The Tottenham AAP allocates the HRW site for development, and along with the remaining suite of documents makes clear the council commitment to securing transformational development on HRW and in North Tottenham.

Subject to examination in summer 2016, the Tottenham AAP and associated suite of documents are expected to be adopted in 2017 but already provide an important signpost to the scale of the council’s ambition and commitment to Tottenham.

The emerging a suite of Development Plan Documents build upon the momentum established by the Upper Lea Valley Opportunity Area Planning Framework (2013) which was prepared between the Local Authorities and the GLA and which highlighted a shared commitment to realizing the opportunities within the Tottenham High Road, including HRW. The adopted Local Plan (Strategic Polices) DPD also includes the HRW site as an area of growth and change within the Borough.
The council is seeking to create an effective long term partnership with a Partner who can bring creative thinking to place-making, who shares the council’s vision for the area and has the financial capability, technical expertise and proven track record of delivery.

The Partner will work collaboratively with the council to design and deliver a comprehensive residential-led, mixed use development which delivers the council’s vision for the area.

The partnership desired will allow for the council to:
- Benefit from the long term value of the scheme
- Work on an open book and transparent basis
- Influence development beyond its statutory planning controls to deliver the maximum possible public value
- Take no direct development risk

The council aspires to own the replacement homes built for Love Lane Estate secure council tenants and resident leaseholders, however the council wishes to explore with bidders during the dialogue phase the terms on which a Registered Provider may acquire these properties.

The Role of the Development Partner

The Partner will be responsible for the commercial implementation of the project, to include;
- Delivering the Project Deliverables (page 8)
- Providing development management services, as necessary, to work in partnership with the council and enable delivery of an agreed masterplan
- Assisting with consultation, communication and negotiation with residents, affected landowners and other stakeholders and meeting the assurances set out in the Love Lane Residents Charter, the Tenant and Leaseholder Guide and the Business Charter
- Managing the masterplanning, design and planning processes, including obtaining necessary planning permissions
- Assisting the council with delivery of land assembly to enable delivery
- Raising of development finance as necessary
- Satisfying other pre-conditions to development (as referred to in the next section)
- Demolition, site remediation and enabling works
- Negotiating, entering into all planning agreements and discharging S106 Agreements, Community Infrastructure Levy liabilities and any other liabilities
- Negotiating, entering into and discharging S106 Agreements and Community Infrastructure Levy liabilities
- Sales and marketing of residential and commercial space
- Aftercare and maintenance of completed development
- Ensuring comprehensive and sustainable maintenance and site-management arrangements are in place in perpetuity

Love Lane Estate residents moving into their new home
Proposed Delivery Structure

A Development Agreement will be entered into by the council, the Partner and any applicable guarantor following the appointment of the selected Partner.

The detailed terms of the Development Agreement will be worked up in dialogue, but in outline, it is envisaged that the agreement will be conditional on a number of site wide conditions precedent being satisfied by an agreed longstop date: principally obtaining satisfactory outline planning consent for the proposed development, an agreed business case and phasing programme and the council securing Secretary of State’s consent to dispose of housing land.

Once these conditions have all been satisfied, the Development Agreement will become unconditional and the Partner will be committed to delivering the approved development in accordance with the Development Agreement obligations and the agreed delivery programme.

Further phase specific conditions precedent will be required to be satisfied, such as the council securing the land and vacant possession, the Partner securing detailed planning consent and an agreed phased delivery plan and methodology, construction commitment, along with viability, funding and milestone conditions.

The council will grant the Partner a 250 year building lease of private units, and will grant a short building lease for housing and community facilities that are to be retained by the council.
The council is adopting an OJEU Competitive Dialogue procurement process in order to select its preferred development partner. This will involve the following stages:

- Official Journal of the European Union (OJEU) notice
- Pre-Qualification Questionnaire (PQQ)
- Invitation to Participate in Dialogue (ITPD) (Outline Solutions)
- Invitation to Continue Dialogue (ITCD) (Detailed Solutions)
- Invitation to Submit Final Tenders (ISFT)
- Preferred Bidder Stage (PB)

Pre-Qualification Questionnaire Stage

The aim of this stage is to identify a long list of five or six potential bidders to participate in the next stage of the procurement process. Please note, the council reserves the right to amend this number at its absolute discretion depending upon the quality of submissions received.

The long listing process will involve the council evaluating the information provided by applicants in response to the PQQ. This document has been developed to test the financial, technical, organisational and operational capabilities of applicants. The selected long list will be invited to the next stage of the procurement.

Invitation to Participate in Dialogue (Outline Solutions) Stage

At the commencement of this stage, bidders will be issued with an ITPD (Outline Solutions) document, containing instructions and information for participation in this stage and the Outline Solutions response requirements. This stage has been developed to test bidders’ proposals and approach in respect of the development, and will include opportunities for dialogue between the council and bidders on the Heads of Terms that will be issued by the council with the ITPD document.

At the end of this stage, Outline Solution submissions made by bidders will be evaluated against the evaluation criteria set out in the ITPD document, and it is intended that three parties will be taken through to the next stage, which will include further dialogue. Please note, the council reserves the right to amend this number at its absolute discretion depending upon the quality of submissions received.

Invitation to Continue Dialogue (Detailed Solutions) Stage

At the commencement of this stage, bidders will be issued with an ITCD (Detailed Solutions) document, along with draft Development Agreement, Building Lease(s) and other ancillary documents, incorporating the agreed positions within the Heads of Terms. This stage will provide bidders with the key opportunity to continue dialogue with the council and develop the documentation to a high standard and to help bidders finalise their proposals with reference to Detailed Solutions and ultimately the Final Tender requirements.

The council does not anticipate requesting a formal submission of the detailed solutions that will be evaluated and therefore it does not anticipate deselecting bidders at the ITCD (Detailed Solutions) stage. However the council reserves the right to request bidders to submit a draft submission to enable the council to confirm that the documentation is sufficiently well developed and that all issues have been resolved. When the council considers that the solutions are sufficiently well developed, the council intends to commence the Final Tender stage by issuing the ISFT.
Invitation to Submit Final Tenders Stage

At the commencement of this stage, bidders will be issued with an ISFT document, containing instructions and information for participation in this stage and setting out response requirements. The council anticipates that the issue of the ISFT will formally close the dialogue stage and request the bidders to submit their Final Tenders. The council is not permitted to undertake any further dialogue with bidders once dialogue has closed. Any attempt by bidders to change agreed positions or to introduce new issues may result in the rejection of the bidder from the procedure, or the withdrawal of Preferred Bidder status.

Final Tenders will be evaluated against the ISFT evaluation criteria set out in the ISFT document.

The council reserves the right not to make any appointment following this process. All bidders are responsible for their own costs and the council will not fund the costs of any bidder in applying for this opportunity.

Preferred Bidder stage

This stage will commence with the appointment of the Preferred Bidder and conclude with signature of contracts. During this stage the council reserves the right to require the Preferred Bidder to clarify, specify or optimise its bid. The council intends to seek explicit confirmation on a number of important issues as a condition of the formal appointment of the Preferred Bidder, including (but not limited to) that the draft documents as at that date are accepted, the draft business plan and financial model in the Final Tender are fixed (save as expressly provided for in the Development Agreement), and the impact of any errors discovered subsequently in the financial model will be borne by the Preferred Bidder.
Indicative High Road West Programme

The council will procure the Partner in accordance with the Regulations under the Competitive Dialogue procedure.

The current programme sets out the following procurement timetable in this respect:

<table>
<thead>
<tr>
<th>OJEU, MOI and PQQ</th>
<th>Key Dates</th>
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<tbody>
<tr>
<td>Issue OJEU Notice, MOI &amp; PQQ</td>
<td>31 May 2016</td>
</tr>
<tr>
<td>Bidder Briefing Day</td>
<td>13 June 2016</td>
</tr>
<tr>
<td>Return of PQQ</td>
<td>11 July 2016</td>
</tr>
<tr>
<td>Evaluation of PQQ</td>
<td>July 2016</td>
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</tbody>
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**ITPD (Outline Solutions)**

| Issue ITPD (Outline Solutions)           | 8 August 2016     |
| ISOS Dialogue Sessions                   | w/c 15 August 2016|
| (3 anticipated per bidder)               | w/c 5 September 2016|
|                                          | w/c 3 October 2016|
| Submission of ISOS responses             | 28 October 2016   |
| Evaluation of ISOS responses             | November 2016     |

**ITCD (Detailed)**

| Issue ITCD (Detailed)                    | 5 December 2016   |
| ITCD Dialogue sessions                   | December 2016 – February 2017 |
| (3 anticipated per bidder)               |                   |

**ISFT**

| Issue ISFT                                | March 2017        |
| Submission of ISFT responses              | April 2017        |
| Evaluation of ISFT responses              | May 2017          |
| Preferred Bidder                         | June 2017         |

Please note the dates in the timetable are indicative only and the council reserves the right to change any or all of the dates as necessary at its absolute discretion. In the event of any such changes, the council will notify all bidders.
Bidders Briefing Day

The Bidders Briefing Day will be held on 13th June 2016 between 9am–11am in Tottenham and will include the following presentations:

- Welcome and Introduction to Haringey
- Haringey – The Place and the Transformation
- High Road West Regeneration Scheme
- The Procurement Process
- Q&A

Bidders will be required to confirm their attendance. All RSVPs should be emailed to tottenhamregeneration@haringey.gov.uk

Project Team Structure

The project team is made up of a panel of senior council officers and professional advisors to support the council in the delivery of this opportunity. Sarah Lovell, Area Regeneration Manager for North Tottenham, will be the council lead for the procurement process and will be supported by the council’s advisors:

- Pinsent Masons: Legal
- Bilfinger GVA: Property/Commercial
- Mace: Project Management

Information to be Provided

All information available to bidders at PQQ stage is accessible through the electronic Delta e-sourcing portal at www.delta-esourcing.com/tenders/UK-UK-London:-Real-estate-services./8C2SDJ7NE6 (the “Portal”).

Following evaluation of the PQQ, shortlisted bidders will be given further access to the electronic data room at the ITPD Stage, including detailed project and site specific information.

Access will only be provided to bidders upon the bidder’s agreement to the project terms and conditions and signing of a Confidentiality Agreement.

The electronic data room will be updated as and when required throughout the procurement process. Email alerts will automatically notify bidders of any updates. However, bidders should continually check the electronic data room to keep fully appraised of additional information uploaded on to it during the course of the selection process.

Please note any information provided in the MOI and PQQ documents available on the electronic Delta e-sourcing portal supersedes that provided within the hard copy versions available.

Clarifications

All clarifications regarding this project should be addressed through the Delta e-sourcing portal and should arrive no later than 17.00 hours on 6 July 2016.

All clarifications which are of a procedural nature or a request for additional information and are applicable to all bidders will be circulated with answers to all bidders.

Clarifications which the council believes (at its discretion) are of a commercially sensitive nature will be dealt with on an individual basis. The council and its advisors make no guarantee that such information can and will be made available. The council will comply with the principles of transparency and non-discrimination in responding to any enquiries.

Responses

Bidders who wish to be considered for selection as the development partner are required to complete and submit the Pre-Qualification Questionnaire together with all relevant supporting documents by 12 noon on 11 July 2016.

Bidders should note that responses should be in electronic format only through the Delta e-sourcing portal system. Instructions for submission are included within the Pre-Qualification Questionnaire and the accompanying Guidance Notes.