

Report for:	Cabinet	Item Number:	
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Title:	High Road West Regeneration Scheme- Masterplan and Next Steps
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Report Authorised by:	Lyn Garner 
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Lead Officer:	Sarah Lovell
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Ward(s) affected:	Report for Key/Non Key Decisions:
Northumberland Park	Key Decision

1. DESCRIBE THE ISSUES UNDER CONSIDERATION

- 1.1 Since 2012, the Council and design consultants Arup have been working with the local community in High Road West to develop a masterplan and regeneration proposals for the area.
- 1.2 The masterplan process was commenced in Spring 2012 following the February 2012 Cabinet decision to develop a masterplan for High Road West.
- 1.3 In November 2013, following an extensive consultation exercise on three masterplan options, the Council's Cabinet agreed to develop a comprehensive masterplan for the High Road west area for further consultation with the community.
- 1.4 Since November, the Council and Arup have been working with the community to develop the comprehensive masterplan. In September and October 2014 a six week public consultation process was held on the High Road West Regeneration Proposals, which included the High Road West

Masterplan Framework, proposals for White Hart Lane Station, draft Resident and Business Guides and a draft Local Lettings Policy.

- 1.5 This report sets out the feedback received as part of the consultation on the High Road West Regeneration Proposals and asks Cabinet Members to consider the results of this, and previous consultation, and to agree the High Road West Masterplan Framework and supporting documentation.
- 1.6 This report also sets out how the rehousing process will work for Love Lane residents and the resource requirements needed to ensure that the Council can meet the assurances set out in the Love Lane Resident Guides and Business Charter. The report also sets out the next steps for the High Road West Regeneration Scheme.

2. CABINET MEMBER INTRODUCTION

- 2.1 The Strategic Regeneration Framework sets an exciting vision for Tottenham ***“by the age of twenty, a child born in Tottenham today will have a quality of life and access to the same level of opportunity that is at least equal to the best in London”***. The regeneration proposals for the High Road West area are a vital step in achieving this vision.
- 2.2 The High Road West Masterplan Framework, a key element of the regeneration proposals, is the result of almost most three years of collaborative work between the local community, the Council and design consultants Arup. Hundreds of people in the local community have given their time to attend workshops, drop-ins, visits and meetings to give their views on the emerging Masterplan and the end result is something that all those involved should be proud of.
- 2.3 The Masterplan sets an exciting and deliverable vision for the area, which;
 - Provides for over 1200 new homes of different size and tenure to meet the needs of the community, in a new safe and attractive neighbourhood set around a new community park;
 - Provides a safe and welcoming gateway to north Tottenham through the provision of a large high quality public square, which will provide an important new link between a realigned and improved White Hart Lane station entrance and the High Road. This spacious, high quality outdoor space will be the focus of community, cultural and leisure activities – bringing together existing and new residents, visitors and businesses;
 - Improves the quality of life and life chances of existing and future residents through provision of high quality community and leisure facilities to match the best facilities across London;
 - Builds a stronger business economy delivering hundreds of new jobs and training opportunities through the provision of modern, flexible workspaces in addition to new leisure, sports and culture related business and employment opportunities;
 - Delivers an increase in the amount and the quality of both public and private open spaces ensuring that all residents have access to both public

- and private space; and
 - Provides for an improved High Road with a wider range of shops with shops and improved environment.
- 2.4 The most recent consultation has shown that there is substantial support for the High Road West Masterplan, with all of the Masterplan principles receiving over 60% or more support from the local community and 70% of Love Lane residents who responded to the consultation agreed that the Love Lane Estate should be demolished. This significant level of support for the Masterplan principles is a reflection of the fact that the Masterplan has emerged and has been developed through over two years of consultation and engagement with the local community.
- 2.5 Working with the community to develop this masterplan has been an important step in developing proposals which will improve the life chances of residents and the quality of the environment in which residents live. However, the Masterplan is just one element of the regeneration proposals for the High Road West area. The Masterplan and the physical change it promotes sits alongside the ambitious Love Lane People Programme which is founded on strong working partnerships between the Council, Love Lane Estate residents and key stakeholders such as Homes for Haringey, local schools and the police. This exciting pilot programme puts residents at the heart of the regeneration programme, ensuring that they dictate the priorities and programme for social regeneration and change in the area as well as leveraging improved health education and employment. Central to the programme is the improved accessibility and quality of Council services for residents.
- 2.6 The programme promotes a cohesive approach, building on the strength on the community in order to tackle the very real issues facing Love Lane residents every day. A key starting point for the project has been the delivery of a new community hub, which will provide office space for the Love Lane Residents Association and their Independent Tenant and Leaseholder Advisor, space for community events and activities and a space where services can be accessed, including homework support and youth engagement.
- 2.7 Agreeing the Masterplan and further developing the Love Lane People Programme are decisive steps forward in achieving the vision for High Road West and the broader vision for Tottenham that will consolidate our successful working relationship with the community as the regeneration of High Road West progresses.

3. RECOMMENDATIONS

- 3.1 It is recommended that Cabinet:
1. Note and consider the results of the High Road West regeneration proposals consultation, set out in the High Road West Consultation Feedback Report, which can be found at Appendix 1. This includes the

S105 consultation undertaken with secure council tenants living on the Love Lane Estate.

2. In light of the consultation and feedback received over the past two years, and having regard for the regeneration benefits summarised within this report, agree the High Road West Masterplan Framework which can be found at Appendix 2.
3. Note and consider the Equalities Impact Assessment (Appendix 11).
4. Approve the draft Secure Council Tenant, Leaseholder and Private Tenant Guides and Business Charter found at Appendices 5, 6, 7 and 10 and give delegated authority to the Director of Regeneration, Planning and Development in consultation with Cabinet Member for Housing and Regeneration to agree and review the associated procedures which are outlined in the documents.
5. Approve the Love Lane Resident Charter as set out in Appendix 4 and agree that it is reviewed by Cabinet on an annual basis.
6. Note the indicative phasing plan, which can be found at Appendix 8, and to agree to commence the re-housing process for phase 1 of the Love Lane Estate. This will require all secure Council tenants within phase 1 to be put on the housing register and awarded 'Band A' priority status for rehousing.
7. Agree to the proposed demolition of the Love Lane Estate and authorise the Director of Regeneration, Planning and Development to serve the initial demolition notice the result of which will suspend the right to buy on the Love Lane Estate, and to decide the timing of any final demolition notice that needs to be served.
8. Agree the next steps for the High Road West Regeneration Scheme as set out in section 10 of this report.
9. Agree the funding requirement from the Housing Revenue Account for the High Road West Regeneration Scheme as follows;
 - A capped budget of £6,000,000 to fund acquisition of Leaseholder interests.
 - A total budget of £2,480,000 to fund homeloss, disturbance and related expenditure for existing Council tenants.
 - A revenue base budget of £195,000 to fund the staffing costs related to rehousing.
 - A budget of £50,000 one-off revenue to fund support and advice to businesses.
10. Authorise the Director of Regeneration, Planning and Development to commence detailed negotiations with Tottenham Hotspur Football Club,

who have significant land holdings in the High Road West regeneration area, to explore whether a land pooling agreement can be agreed.

11. Authorise the Director of Regeneration, Planning and Development to explore the most efficient delivery and procurement routes for delivering regeneration of the High Road West area and develop a preferred delivery option for Cabinet to consider in 2015.
12. Note the use of the Strategic Acquisition pot for funding early purchases of business properties in the High Road West area.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Council has consulted widely over a two and a half year period on the emerging proposals for High Road West and the Love Lane Estate. This has included extensive engagement with Love Lane residents, holding numerous workshops, consultation events, capacity training and study visits to other estates in London.
- 4.2 At the beginning of the process in 2011 the Council undertook a Tottenham wide “Have your say on Tottenham’s Future consultation” to seek the local community’s views on the future of Tottenham.
- 4.3 This was followed, in February 2012, by the Council’s Cabinet agreeing to develop a masterplan for the High Road West area. It was considered that developing a masterplan would be the best way to work with the community to understand the type of improvements and change the local community required and, as masterplans allow change and investment to be planned in a cohesive manner, the most effective way of capitalising on the regeneration opportunities and investment happening through the Tottenham Hotspur Football Club development.
- 4.4 At this Cabinet (February 2012) a number of key principles for change were agreed for further consultation with the community. These were informed by the earlier consultation and analysis of the site. The principles included:
 1. Phased redevelopment and improvement focused on enabling existing residents to stay in the area in better quality homes;
 2. Expanding housing choice and supply;
 3. Social and economic development programmes to increase educational attainment, job skills and opportunity for local people;
 4. Fostering the growth of new and existing businesses in appropriate locations and, where moves are necessary, supporting firms to remain in Haringey;
 5. Increasing jobs;
 6. Sustainable development with access to new public spaces for community and cultural events;
 7. Phased provision of supporting community infrastructure, including school places and healthcare facilities;

8. Increasing residents' and visitors' perceptions of safety;
 9. Catering for the needs of visitors, maximising spend in North Tottenham while minimising adverse impacts on residents and businesses;
 10. Maintaining strong public transport links with the wider area and modernising rail infrastructure.
- 4.5 Two years on, the High Road West Masterplan Framework has evolved through detailed analysis of the area's constraints and opportunities, thorough the testing of land ownership and development parcels and through detailed engagement and consultation with the local community.
- 4.6 Core to the development of the Masterplan was the early testing of options. These options looked at alternative ways of delivering the key principles detailed above, and meeting the Council's aspiration to improve life chances, housing choice and supply, and access to employment opportunities in this area.
- 4.7 An option which only explored refurbishment of the whole of the Love Lane Estate was not explored as, it was clear that this would not meet the local communities' or Council's aspirations for the area and would fail to effectively capitalise on the £430m investment being made by THFC across the High Road.
- 4.8 A refurbishment only option, accompanied with a social and economic regeneration programme, would not generate the level of jobs and training opportunities desired by the local community, would not deliver the new community and leisure facilities desired, would not generate increased housing choice and supply, or improve the retail offer. Whilst there would be some opportunities to create a safer and more attractive neighbourhood, the opportunity to return to a traditional street layout and improve surveillance, wayfinding and clearly defined public and private spaces to increase safety would be lost. There would also be little opportunity to increase the amount of open and play space in the area.
- 4.9 A refurbishment only option would also require significant amounts of funding. A refurbishment only option would be less likely to attract funding from the Greater London Authority (GLA) as there would be no net additional housing units, the costs would therefore fall to the Council and would detrimentally affect the Housing Revenue Account and its planned investment programme.
- 4.10 It was also clear that a refurbishment only option would not help meet regional and local planning targets set for delivering up to 10,000 new homes and 5,000 jobs in Tottenham or the Council's aspiration to bring about lasting regenerative change.
- 4.11 As such, the three Masterplan options, consulted upon during April and June 2013, all showed some demolition of Love Lane properties and varying levels of regeneration and intervention in the High Road West area.

4.12 All three options included a new public space that linked a new entrance to White Hart Lane station to the High Road, the new Tottenham Hotspur Stadium and new community facilities. The options then increased the amount of new housing and commercial development that could be delivered as shown below:

Option 1- proposed between 600 and 650 new homes and 300-350 new jobs and a new modern health centre.

Option 2- proposed between 1400-1450 new homes, between 400-450 new jobs and some leisure and community space, including a new library and learning centre, a gym and new crèche and play facilities.

Option 3- proposed between 1600-1650 new homes and 600-650 new jobs and significant leisure and community space facilities, including a cinema, new sports and community centre and a new community park.

4.13 The consultation feedback clearly demonstrated that the local community were supportive of regenerative change in the High Road West area and that option three, which suggested the most comprehensive regeneration of the area, was the most favoured option. During this consultation 68% of Love Lane residents who responded to the consultation supported the inclusion of the whole of the Love Lane Estate in the regeneration proposals.

4.14 As such the current Masterplan, based on option 3 and further feedback received during the options consultation and at dedicated Masterplan workshops held earlier this year, has been developed.

4.15 It is considered that agreeing this Masterplan, which has been developed and evolved with the local community over a long period, is the best option for securing the local communities' and the Council's aspirations for change in the area. If a master plan is not agreed then the opportunities offered from the THFC development will not be captured on the western side of the high road and any development would happen on a piecemeal basis - failing to deliver coordinated regeneration and investment to the wider area.

5. BACKGROUND AND CONTEXT

5.1 In February 2012 the Council's Cabinet agreed that a Masterplan should be developed to guide future change in the High Road West area- an 11 hectare area in North Tottenham, running from Brereton Road in the south, to the old Cannon Rubber Factory in the north. In April 2012, design consultants Arup were appointed to develop the Masterplan and have since been working closely with the Council and High Road West community to develop the plan.

5.2 As detailed below, the development and agreement of the Masterplan fits seamlessly with the Council's and the GLA's strategic policies and is key to delivering the Council's corporate objectives.

5.3 Strategic Context

5.4 In March 2014, the Council's Cabinet agreed the Tottenham Strategic Regeneration Framework (SRF). The SRF sets out a land mark 20-year vision for the future of Tottenham and sets out how local people's priorities could be achieved through long-term regeneration. The SRF was developed through an extensive community engagement programme ("Tottenham's Future") which ran from October 2013 to February 2014, with over 3,700 people consulted and engaged.

5.5 Both the SRF and the Delivery Plan, which sits alongside the SRF, set out an ambitious growth strategy for Tottenham. There is a need to deliver 10,000 new homes and 5,000 new jobs in the next twenty years. North Tottenham and the High Road West area will need to contribute significantly to meet these growth targets. These growth targets have in part been informed by both local and regional planning policy.

5.6 Strategic planning policy context

5.7 In terms of local policy, the regeneration and transformation of North Tottenham has long been a priority for the Council, this is primarily due to its socio-economic context detailed in section 5.11 below. It was identified as an 'Area of Change' in 2006 and our ambitions for the area were set out in *A Plan for Tottenham in August 2012*.

5.8 In March 2013 LB Haringey adopted its Local Plan Strategic Policies and the High Road West area is identified as within the Northumberland Park 'Area of Change'. Policy SP1 – Managing Growth, states that the Council will promote development in Areas of Change and identifies its aspirations for the area as:

- Provision of a mix of land uses including the redevelopment of the football stadium;
- Provision of appropriate residential use, including new build and renewal;
- Provision of appropriate retail and leisure uses;
- Appropriate contributions to open space, community facilities, regeneration initiatives and employment and training schemes;
- High quality, sustainable design that respects its surroundings and preserves and enhances the area's historic environment;
- Improving community safety, including reducing opportunities for crime and anti-social behaviour.

5.9 In 2013, the Upper Lee Valley Opportunity Area Planning Framework (OAPF) set out an overarching framework for the regeneration of the area, of which Tottenham is part. One of the key objectives within the OAPF is that opportunities for development and redevelopment should be optimised along the A10/A1010 Corridor, in particular the Tottenham High Road Corridor and Northumberland Park. The OAPF sub-divides the Mayor of London's targets for homes (20,100 by 2031) and jobs (15,000 by 2031) across the area. High Road West is identified as providing 1,600 potential homes and 700 potential jobs.

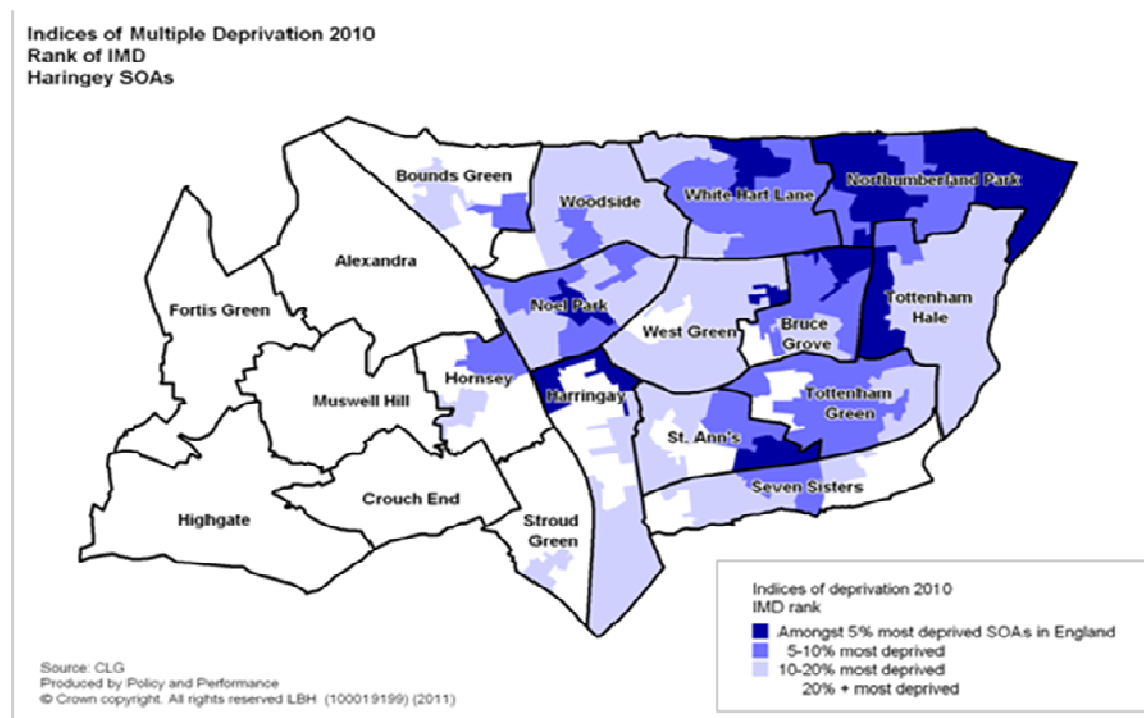
5.10 To give effect to Policy PS1 (updated) and the outcomes of the detailed masterplan work for Tottenham, the Council is currently in the process of preparing the Tottenham Area Action Plan – a statutory planning document which will guide future development in the High Road West area. The key principles of the High Road West Masterplan will be embedded in this document. It is planned that the draft Tottenham Area Action Plan will be reported to Cabinet in early 2015 for approval for consultation. The final AAP is programmed for adoption in early 2016.

5.11 Socio-economic context

5.12 The High Road West area sits within the Northumberland Park ward. The Northumberland Park Ward is one of the poorest wards in London. The area suffers from high levels of socio-economic deprivation – including high levels of unemployment, benefit dependency and crime as well as low levels of educational attainment, household income and life expectancy.

5.13 Indeed the Indices of Deprivation 2010 states that four super output areas (SOAs) in Northumberland Park rank amongst the 1,000 most deprived SOAs in England. Much of this deprivation stems from labour market disadvantage i.e. worklessness and low skills base.

Fig.1: Index of Multiple Deprivation in Haringey (IMD) 2010



5.14 Northumberland Park ward, according to estimates by the GLA¹, has the highest JSA claim rate out of all wards in London. This story is repeated when wider out of work benefits (incapacity, lone parents, carers, employment support benefits) are looked at. Northumberland Park has the highest

¹ Source: GLA claimant count estimates, February 2010.

concentration of claimants in Haringey and there are also particularly acute concentrations along the Tottenham High Road.

- 5.15 Housing options in the ward are limited – 48.6% of the housing is social rented. This reflects the concentration of single tenure housing prevalent in many parts of north Tottenham. Only 23.8% of households in Northumberland Park are owner occupiers, this is the lowest proportion in Haringey. Data from the GLA shows that workless households account for half of households in social rented homes, compared with 7% in owner occupied housing.

5.17 Housing context

- 5.18 The housing within the High Road West area is mainly confined to the Council owned Love Lane Housing Estate to the south of the site, which has 297 properties, 212 of which are secure Council tenancies and 85 of which are owned by leaseholders. There are, however, a number of privately owned and or rented flats above shops along the High Road and White Hart Lane

- 5.19 The Love Lane Housing Estate is in close proximity to the Northumberland Park Housing Estate which sits to the East of the High Road. Within this wider North Tottenham area there is an imbalance of housing tenure namely a high proportion of social housing which has been exacerbated by a number of infill sites in the area that have brought forward a high percentage of affordable housing. The majority of this provision being social rented.

- 5.20 The SRF aspires for Tottenham to be known as having ‘ A different kind of housing market’ which will provide a whole range of housing at a range of prices and tenures to ensure more people get access to the quality homes they need.

- 5.21 As detailed in the SRF, key to delivering this vision is the need to:

- Undertake estate renewal in the areas where it is needed most, starting in Northumberland Park;
- Develop inspiring, well designed new residential neighbourhoods that create mixed and balanced communities and increased housing choice for people at all stages in their lives, and particularly for families;
- Embrace the opportunities from the growth in high quality private rented sector housing and implement strategies for countering the negative effects of badly managed Houses in Multiple Occupation (HMOs);
- Leverage additional funding to generate housing renewal and new home ownership opportunities through the use of public assets and Tottenham’s housing stock;
- Deliver the High Road West regeneration scheme – creating a new residential neighbourhood, major leisure destination and hundreds of new jobs; and

- Encourage private sector-led development of new residential neighbourhoods through the planning process and development incentives.

5.22 Previous consultation

5.23 Following the February 2012 Cabinet decision to initiate a Masterplan for the High Road West area, the Council began consulting local people on their views of what improvements and change are needed. Consultation with the local community has played an integral part in the development of the regeneration proposals and the Masterplan Framework. Consultation undertaken by LB Haringey and Homes for Haringey has been ongoing since 2011 in North Tottenham, specifically in Northumberland Park and White Hart Lane Wards, which are directly affected by the High Road Masterplan proposals. A detailed account of the consultation that has taken place can be found at Appendix 1.

6. THE HIGH ROAD WEST MASTERPLAN

6.1 The purpose of the Masterplan is to consolidate the local communities' and Council's aspirations for the area into an overarching vision and a set of design principles to inform the Tottenham Area Action Plan – the statutory planning policy document which will guide future development of the area. If agreed at the Council's Cabinet the principles within the Masterplan will be embedded in the Tottenham Area Action Plan, which is subject to statutory consultation. The Masterplan will also be used to inform potential development partners/investors of the Council's and communities' aspirations for, and commitment to, delivering regeneration in the High Road West area. The full masterplan can be found at Appendix 2.

6.2 Masterplan vision

6.3 The vision for High Road West is to create a vibrant, attractive and sustainable neighbourhood and a new sports and leisure destination for North London. The vision will achieve:

- A safe and welcoming neighbourhood set around a new station square (Moselle Square) and large community park (Peacock Park);
- An increase in housing choice with around 1,200 new homes and a mix of different tenures, type and unit size – including the re-provision of the existing Love Lane estate;
- An increase in the amount and the quality of both public and private open spaces ensuring that all residents have access to both public and private space;
- More community facilities and social infrastructure - such as new library, learning and education centre as well as new health and sports facilities;
- New business opportunities with the provision of modern, flexible workspaces in addition to new leisure, sports and culture related business and employment opportunities;

- An improved High Road with a wider range of shops with shops and improved environment; and
- Transport improvements including a new entrance to White Hart Lane Station and improved rail services.

6.4 The Masterplan promotes the delivery of 5 distinct character areas within the High Road West area:

- Moselle Square – a mixed use community and leisure destination with high density residential development centred around a new entrance to White Hart Lane station and public square - Moselle Square - linking to the High Road and new community Learning Centre. The square will be animated by cafes, restaurants, leisure and community activities
- Peacock Gardens- a medium density residential neighbourhood set around a new community park
- White Hart Lane- retail and mixed use development including community facilities centred around an improved public realm that creates a unique setting for the reactivated heritage buildings on it
- Peacock Mews- integrating new living and workspaces behind the High Road and White Hart Lane and integrating existing heritage assets
- The High Road- the traditional high street with a range of shops and flats and a new Learning Centre opposite the THFC stadium

6.5 The Masterplan goes a long way in delivering residents' aspirations and meeting the Council's strategic objectives. Section 1.9 of Appendix 2 details how the Masterplan has evolved to reflect the local communities' views.

7. CONSULTATION ON THE HIGH ROAD WEST REGENERATION PROPOSALS

7.1 The consultation process

7.2 The High Road West regeneration proposals consultation took place over a six week period between the 13th September and the 25th October 2014. For secure Council tenants living on the Love Lane Estate this consultation process was a statutory consultation process which met the Council's statutory duty to consult under s105 of the Housing Act 1985. The consultation sought to determine local views on the:

- The High Road West Masterplan Framework- the final Masterplan for the High Road West area, developed by Arup and the Council through consultation with the community
- The proposals for White Hart Lane Station- the proposals developed by architects Landholt+Brown which develop plans for the station, arches and public realm
- The Tenant, Leaseholder and Private Tenant Guides- guides which set out assurances regarding rehousing and compensation, which will be applicable for residents living on the Love Lane Estate if the High Road West Masterplan is agreed

- The Business Charter- a charter setting out commitments to businesses which will be applicable if the High Road West Masterplan is agreed
- The High Road West Masterplan Framework Equalities Impact Assessment- an assessment of the impact of the Masterplan on the protected characteristics within the High Road West area
- Ambrose and Mallory Court Draft Local Lettings Policy- a policy setting out the council's proposals on how 30 properties will be allocated, prioritising secure council tenants living on the Love Lane Estate.

7.3 The consultation was aimed at the three main groups of stakeholders in the High Road West area:

- Love Lane Estate residents
- Residents of the wider area
- Local businesses and services

7.4 On the 12th September 2014, consultation packs were sent to approximately 4000 households/businesses across the consultation area, which stretched 300m from the High Road West boundary. The consultation pack is included, for information, at Appendix 3. Various methods were used to publicise the consultation including a website, newsletter, meetings, door knocking and home visits.

7.5 A key component of the consultation was an exhibition at the Grange Community Hub, 32- 34a White Hart Lane. The exhibition has been open at specific times for the three stakeholder groups, including; three events were aimed at Love Lane residents, two events at the wider community and two at local businesses and services. Information has also been available on line and at Coombes Croft Library.

7.6 For Love Lane residents, the largest group of stakeholders affected by the redevelopment plans within the master plan area, the Council and Homes for Haringey undertook an intensive and thorough consultation process to maximise knowledge, awareness and resident engagement on the proposals for the High Road West area. This included weekly door knocking, home visits, a fun day, pop up events outside of blocks and targeting parents on the school run. The full details of the consultation approach can be found at Appendix 1.

7.7 The principal method of capturing opinions has been through a feedback form, although written responses have also been received. The feedback form sought both qualitative and quantitative feedback.

7.8 Number of responses to the consultation

7.9 The Council has received 9 written responses from organisations (not attached to a

feedback form) and 299 feedback forms of which 51 were completed online. Whilst 299 forms were completed only 292 feedback forms have been included in the analysis.

Where a respondent was found to have submitted more than one response, only one such response was counted, and this was the case for 7 of these feedback forms².

7.10 The 301 responses received gives an overall response rate to the consultation of 7.5%. The average response rate for a consultation of this scale is typically 3%.

130 households on the Love Lane Estate responded to the consultation, giving a response rate of 44% for the Love Lane households, which is the highest response rate to date on the Love Lane Estate. 16 feedback forms and 4 written responses were received from the potentially 96 businesses affected. One of the responses represented 21 of the 35 units on the Peacock Industrial Estate.

7.11 The Feedback received

7.12 A detailed analysis of the consultation has been undertaken and a feedback report can be found at Appendix 1.

7.13 Both the qualitative and quantitative data has shown that there is substantial support from the local community for the principles within the High Road West Masterplan Framework. The highlights of the quantitative feedback on the Masterplan principles and the proposals for White Hart Lane Station can be found in the box below:

² In most cases the most recent feedback form was counted and analysed but any written comments made on the previous form were cut and paste into the most recent form, so no comments were lost. Where the date of the feedback forms (online and paper) could not be determined, the results of the form were merged with the more moderate response being given on the multiple choice selections (e.g. a response from one single respondents which answered 'strongly agree' on one form , and 'agree' on another would be noted as 'agree' on the merged form.

Design Principles

- **87%** of respondents agree with the principle - 'important and high quality existing heritage buildings should be improved where they make a positive contribution to High Road West'.
- **73%** of respondents agree with the principle - 'High Road West should be designed so that there are new areas with different characters, activities and land uses'.

Housing Principles

- **81%** of respondents agree with the principle - 'All new homes should have access to private open space such as balconies, gardens and shared courtyards'.
- **78%** of respondents agree with the principle - 'As a minimum, new homes should meet the Mayor of London's standards for space, layout, storage, sustainability and access to public transport'.

Businesses Principles

- **91%** of respondents agree with the principle - 'The High Road should remain the main shopping area and should have improved shop frontages and public spaces'.
- **70%** of respondents agree with the principle - 'New leisure, food and retail businesses should be located around the new public square (between the new White Hart Lane station and the High Road) to help create the new sports and leisure destination'.

Open Space Principles

- **78%** of respondents agree with the principle - 'The new public spaces (Moselle Square, Peacock Gardens and White Hart Lane) should be linked with attractive and safe new pedestrian links'.
- **69%** of respondents agree with the principle - 'A new public space should be provided on White Hart Lane to create an attractive setting for existing listed buildings (the Grange and the Old Station Masters House)'.

Community Benefits Principles

- **79%** of respondents agree with the principle - 'There should be a community hub (with library, learning, community and business space) and this should be built on the High Road and in the new public square, Moselle Square, so that it is accessible for all'.
- **76%** of respondents agree with the principle - 'There should be a new health facility and this should be built on the High Road'.

Transport and Movement

- **90%** of respondents agree with the principle - 'bus stops should be upgraded and improved'.
- **81%** of respondents agree with the principle - 'both on-street and off-street car parking should be provided for residents'.

White Hart Lane Station

- **76%** of respondents agree with the principle - 'A better and more accessible station should be provided which enhances its historic character'.
- **71%** of respondents agree with the principle - 'employment and retail space should be created in front of the existing railway arches'.

7.14 S105 Consultation

7.15 For secure Council tenants living on the Love Lane Estate the consultation process was a statutory consultation process which met the Council's statutory duty to consult under s105 of the Housing Act 1985.

7.16 102 feedback forms were received from secure council tenants living on the Love Lane Estate. There are 212 secure Council tenancies on the Love Lane Estate, housing 238 secure council tenants. This means that 48% of secure council homes responded to the consultation and 42% of secure council tenants.

7.17 The Consultation Feedback Report (Appendix 2) has a separate section (p.52.) which details the results of the s105 consultation. Both the qualitative and quantitative data has shown that there is substantial support from the secure council tenants for the principles within the High Road West Masterplan Framework.

7.18 The quantitative data has shown that all of the Masterplan principles, apart from one, received at least 64% or over support from the local community and 18 of the 29 Masterplan principles received at least 80% support or over. The Highlights of the s105 consultation are detailed in the box below:

- **70%** of secure council tenants agree that the Love Lane Estate should be demolished and homes replaced.
- **86%** of secure council tenants agree that 1,200 new homes should be provided to increase housing choice and provide a better mix of housing within High Road West.
- **93%** of secure council tenants agree that there should be a community hub (with library, learning, community and business space) and this should be built on the High Road and in the new public square, Moselle Square, so that it is accessible for all'
- **62%** of secure council tenants agreed that where required, some existing businesses should be relocated to allow for more jobs, businesses, homes and community and leisure facilities.
- **72%** of secure council tenants agree that a new public square should be created between the new White Hart Lane station and the High Road.
- **79%** of secure council tenants agree that the new park should be built in the centre of the new residential neighbourhood (north of White Hart Lane) so that it is close to the new homes.

7.19 The qualitative data has shown that the most common written theme was 'Support for the regeneration proposals' (20 comments).The qualitative data has also shown that there is still a desire for the Council to remain the landlord of the replacement social rented homes. Whilst 16 secure council tenants raised this on the feedback forms, it was iterated to Officers by many residents during the consultation process.

7.20 There was limited opposition to the regeneration proposals with only six comments being made to this effect. There were also only two written comments from secure council tenants stating that they would prefer refurbishment as opposed to demolition of the Love Lane Estate.

7.21 Summary of the feedback received

- 7.22 Both the qualitative and quantitative data has shown that there is substantial support from the local community for the principles within the High Road West Masterplan Framework.
- 7.23 The quantitative data has shown that all of the Masterplan principles received at least 60% support from the local community and 18 of the 29 Masterplan principles received at least 70% support or over. The qualitative data has shown that the most common written theme was 'Support for the regeneration proposals' (53 comments).
- 7.24 This significant support for the Masterplan principles is a reflection of the fact that the Masterplan has emerged and been developed through two years of consultation and engagement with the local community.
- 7.25 However, there is still opposition to the regeneration proposals predominantly from residents in the wider area and from affected local businesses. There were 39 comments made that 'generally opposed the regeneration proposals', the majority of these comments (24) were made by residents in the wider area. The Council will continue to work with affected businesses and residents in the wider area to ensure that any future regeneration scheme considers and attempts to mitigate their concerns.

8.0 LOVE LANE RESIDENTS - REHOUSING AND PHASING PROCESS

8.1 Residents Charter

- 8.2 The Council has been working closely with the Love Lane Residents Association to develop the Love Lane Residents' Charter ("the Charter") - a document which sets out residents' aspirations for the High Road West Regeneration Scheme. The Charter covers 6 key themes which are detailed below:
- Key principles- This section of the Residents Charter outlines the core principles that residents believe should guide the regeneration of their estate.
 - The type of community- This section sets out residents' aims for their community, which include; keeping the community together; to support and strengthen community relations, and to ensure that the social and economic benefits of the redevelopment are maximised for residents. This section also sets out key principles for achieving these aims.
 - The type of place- This section sets out residents' priorities for the type of place High Road West/their neighbourhood should be, including their priorities for the Masterplan.
 - The design of homes- This section sets out residents' priorities and aspirations for the type of new homes which should be delivered and how they want to be involved in the design of these new homes. This section covers residents' aspirations for the design, size and layout, safety and security, utilities and communal and private space within the new homes.

- Housing Offer- This section sets out residents' expectations for the housing offer to secure council tenants, leaseholders and private tenants on the Love Lane Estate.
 - Working Together- This section sets out residents' aspirations and expectations for joint working with the Council on the development and delivery of all elements of the regeneration process.
- 8.3 The Residents Charter was submitted to the Council in April 2013 and Officers and the Love Lane Residents' Association have since been negotiating the contents of the Charter, with the view that it would be considered for agreement by the Council's Cabinet at the same time as the Masterplan.
- 8.4 The Resident Charter and Officer's response to each point can be found at Appendix 4. Officers believe that the majority of the commitments within the charter can be delivered and, in many instances, are already being delivered through the services/commitments requested by residents through the Tottenham Regeneration People Programme. There are however, four key points within the charter (points 5, 9, 35, 93) that officers do not believe the Council can commit to at this stage in the regeneration process and the rationale for this is detailed within the document.
- 8.5 The key outstanding request of residents is that the council retain the ownership of the new socially rented homes to be built in the area. This is principally because residents trust the Council, are nervous about higher rents and service charges and do not want to lose the current discount associated with the Right to Buy. Within the Secure Tenant Guide the Council has stated that its aim for the new homes to be owned by the Council, however this cannot be finally confirmed until a developer is in place and the funding proposals are known.
- 8.6 This report recommends that the Cabinet agree this Charter and that it is agreed it will be and that it is agreed it will be reviewed by Cabinet on an annual basis. It most also be noted, that it will be vital that any future development partner is signed up and committed to the Resident Charter.
- 8.7 Resident Guides
- 8.8 The negotiation on the Residents' Charter has led to the development of draft Love Lane resident guides for secure council tenants (Appendix 5), leaseholders (Appendix 6) and private tenants (Appendix 7). These draft guides detail the rehousing choices, support and compensation packages available for Love Lane Residents and were consulted upon as part of the High Road West Regeneration proposals consultation.
- 8.9 The key assurances within each document are detailed below:
- Secure Council Tenant assurances

- Offered a new home in the redevelopment area;
 - Continue to pay a social affordable rent;
 - Offered a new home to meet their housing need- to tackle overcrowding and under-occupancy;
 - Able to move to a council tenancy elsewhere in the Borough if they wish;
 - Given £4,700 in Home Loss compensation and have the costs of the move paid
 - Under-occupying tenants can continue to under-occupy by one bedroom
- Leaseholder assurances
 - Offered market value for their home;
 - Offered 10% of the market value as home loss compensation;
 - Offered the opportunity to purchase an affordable home in the new redevelopment;
 - Compensated for legal, valuation and reasonable costs.
 - Private Tenant assurances
 - Offered timely re-housing advice so that they are aware of all of their options.

8.10 The Love Lane Resident Association are supportive of the draft guides but have requested that the Council recognise the need to split some council tenancies, where there are older children living with parents. Following negotiation with the Love Lane Resident Association, Officers feel that the Council should amend the Secure Council Tenant Guide to add a principle which commits to exploring splitting households into two tenancies, where there are older children living with parents. However, only one property would be provided within the regeneration area

8.11 The Re-housing Process

8.12 As set out in the resident guides and in the High Road West Masterplan, the High Road West area will be developed in phases over a number of years- the whole development could take up to 15 years. An indicative phasing plan can be found at appendix 8. The Love Lane Estate will be divided into two phases. The table below details the properties and the number of tenants and leaseholders in each of the two phases.

Phase	Blocks	Tenants	Resident Leaseholders (non	Non-Resident Leaseholders	Total	Phase Total
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			resident)			
Phase 1	Ermine House	51	6	3	60	161
	2-32 Whitehall St	7	3	6	16	
	Orchard Place	5	5	4	14	
	Brereton Road	3	3	2	8	
	3-89 Whitehall Street	21	11	12	44	
	Kathleen Ferrier Court	9	8	2	19	
Phase Total		96	36	29	161	
Phase 2	Charles House	53	1	6	60	136
	Mosselle House	54	5	1	60	
	White Hart Lane	9	4	3	16	
Phase Total		116	10	10	136	
Totals		212	46	39	297	297

- 8.13 Residents in phase 1 will move ahead of residents in phase 2 and, as detailed in the resident guides, secure council tenants and resident leaseholders who want to stay in the regeneration area will not have to move until a new home is built for them. The phasing plan at appendix 8 shows where new homes can be built ahead of any residents needing to move.
- 8.14 Whilst secure council tenants and resident leaseholders in phase 1, do not have to move for quite some time (until new homes are built), this report recommends that the re-housing process for phase 1 is initiated if the Masterplan is agreed.
- 8.15 By initiating the re-housing process, all secure Council tenants in this phase will go onto the housing register be awarded Band A priority status for re-housing. This will have the beneficial effect of allowing existing tenants who wish to move now the ability to do so, shorten the overall rehousing process, reduce future pressure on the existing council stock and help the Council meet the assurances detailed in the resident guides.
- 8.16 As a consequence of initiating the re-housing process for phase 1, the secure tenants' entitlement to Homeloss and Disturbance payments is expected to be triggered, although the payments will be only be made at the time that they move. The total cost for these payments for council tenants in phase 1 is £1.1m. For a breakdown of these costs please see section 11.13 of this

report. An initial budget for this project cost has been identified within the Housing Revenue Account, this project cost will be paid by the future delivery partner for the regeneration scheme once this is established.

8.17 Mallory and Ambrose Court- Newlon Housing Trust Development

8.18 Directly north of the Masterplan area, on the old Cannon Rubber Factory site, Newlon Housing Trust is delivering 222 new homes, a new primary school and some small commercial space. The first new homes are scheduled for completion in March 2015.

8.19 Within the s106 Agreement for this site, the Council secured nomination rights to thirty properties at Ambrose Court and Mallory Court (6 and 8 storey buildings).

8.20 The Council has also negotiated fixed rent levels and fixed rent increases for these properties. This is available on first let only. The purpose in securing these properties is to have the opportunity to offer Love Lane residents the opportunity of an early move, in the event that the Masterplan and regeneration proposals for High Road West are agreed.

8.21 As such the Council developed a draft Local Letting Plan for the properties, which has been subject to consultation with Love Lane residents and those on the Housing waiting list. The draft Local Lettings policy sets out a method for prioritising Love Lane secure Council tenants for the properties at Ambrose and Mallory Court.

8.22 The draft Local Lettings Plan (LLP) can be found at Appendix 9. At the 14th October 2014 Cabinet, the Leader agreed that the Cabinet Member for Housing and Regeneration should approve Local Lettings Plans in line with the principles set out in 5.22 to 5.27 of the report. As such, he will be asked to consider the consultation responses on the Lettings Plan and agree the LLP if the High Road West Masterplan is agreed. The process of allocating these homes to secure Council tenants on the Love Lane Estate will then begin. It is anticipated that the moves to these homes will commence in April 2015.

8.23 Leasehold Buy-Back Policy

8.24 There are currently 85 leasehold properties on the Love Lane Estate – all of which will need to be purchased to facilitate the delivery of the regeneration. As set out in the Leaseholder Guide the costs of purchasing all properties on the Love Lane Estate is approximately £9.5m. For a breakdown of these costs please see section 11.13 of this report.

8.25 As there is no development partner or agreed planning application, there is no immediate imperative for the Council to start acquiring properties on the Love Lane Estate. However, following negotiations with the Love Lane Residents' Association the Council, within the Leaseholder Guide, has committed to

developing an 'Early Buy Back Policy'. This policy would ensure that the Council would purchase the properties' of leaseholders who have expressed a desire to move early are able to do so.

8.26 As the Council will have to manage its funds the acquisition of the properties would need to be prioritised. Officers and the Resident Association have worked together to determine how leaseholders could be prioritised and propose that the Council prioritise acquisitions in the following manner:

- Leaseholders who want to sell because they are in financial difficulty and whose property is in phase 1 have the highest priority followed by;
- Leaseholders who want to sell because they are in financial difficulty and in phase 2, followed by;
- Leaseholders who would like to sell and have no financial difficulty and whose property is in phase 1, followed by;
- Leaseholders who would like to sell and have no financial difficulty and whose property is in phase 2

8.27 As the Council is yet to secure a development partner, these purchases will need to be cash-flowed from existing funding sources and then repaid once a development partner has been selected. The Council is aiming to have a selected development partner by the end of 2015. As these costs will be passed onto the developer as a project cost, the Council will only need to cash flow these costs for approximately one year.

8.28 It is recommended that these costs are cash flowed from the HRA. This is due to the fact that these purchases will be facilitating the overall delivery of this housing led regeneration scheme, which will be delivering new high quality replacement social housing for Love Lane Residents and new affordable housing, as well as private housing for the borough. The delivery of which, is critical to meeting the Council's corporate regeneration and regional and local planning objectives.

8.29 Any properties that the Council purchases will be re-let up until the point that the home is required for the regeneration scheme. This will ensure that the Love Lane Estate remains active and that a rental income is obtained.

8.30 Void policy

8.31 Initiating the re-housing process for phase 1 of the Love Lane Estate and initiating the acquisition of leasehold interests will lead to an increased number of void properties on the Estate. At present, any properties that become void on the Estate are re-let on non-secure tenancies to working households as temporary accommodation. If a working household cannot be identified the property is let to a non working household.

8.32 It is important that throughout the regeneration process the Love Lane Estate remains active and safe and letting void properties to residents as temporary accommodation can help with this.

- 8.33 However, there is also a need to ensure that the Love Lane Estate is a mixed and balanced community throughout the regeneration process, and to ensure that this is the case, Officers are developing a void policy (for all estates affected by regeneration) and lettings plan for the Love Lane Estate. This policy will set out how void properties will be let in a range of ways to a range of Haringey residents. Officers are exploring how the properties can be let at different rent levels, including affordable and private rent levels to different residents in the Borough.
- 8.34 Until this policy is agreed (at a future Cabinet), the current policy of letting properties to working households in need of temporary accommodation on non-secure tenancies is continued.
- 8.35 Demolition Notices
- 8.36 On the 2nd April 2012 the regulations on Right to Buy (RTB) changed, enabling secure Tenants who have lived in their property for at least 5 years the right to claim a maximum discount of £102,700 on the purchase of their properties through RTB.
- 8.37 Since April 2012 the Council has received 28 RTB applications from households on the Love Lane Estate. 14 of these applications have subsequently been withdrawn or rejected, 7 applications still being progressed and 7 properties have been purchased.
- 8.38 The increase in RTB applications has significant implications on the cost of securing vacant possession of the Estate, which will be required to secure future regeneration. By way of an example, the cost of purchasing the 7 RTB applications that are currently being progressed is approximately £1m.
- 8.39 The Council can suspend a RTB by serving a Demolition Notice. A demolition notice is used to tell tenants and leaseholders that the Council plan to demolish their home in the future. It also details the reasons why this is necessary. Demolition notices come in two stages:
- **Initial Demolition Notices (IDNs)** are usually issued when the local authority intends to demolish the property but has not yet planned when it will take place.
 - **Final Demolition Notices (FDNs)** replace Initial Demolition Notices and are usually issued when the local authority has set a date for the demolition to take place.
- 8.40 Initial Demolition Notices are valid for five years. If a Final Demolition Notice has not been issued in that time then everybody affected will have to be informed that the Initial Demolition Notice has ceased to be in force, and the reason why. Once an IDN has ceased to be in force then another one cannot be issued for five years (unless the Secretary of State consents). Final Demolition Notices are valid for two years.

8.41 In order to prevent increased costs to the Council in securing vacant possession of the Love Lane Estate it is recommended that the Council's Cabinet give approval for Officers to serve Initial Demolition Notices. It is believed that these properties can be demolished within the timescales set by the IDN and FND periods.

9. HIGH ROAD WEST BUSINESSES

9.1 There are approximately 96 businesses within the High Road West area which will need to be relocated should the regeneration proposals go ahead. The majority of the businesses are industrial units within the Peacock and the Carberry Industrial Estates and there are a number retail units along the High Road and White Hart Lane.

9.2 The Council's aspiration is that as many businesses as possible are relocated within the High Road West area, near to the High Road West area or within suitable sites within the borough. The Council's commitments to businesses are set out in the draft High Road West Business Charter, which can be found at Appendix 10.

9.3 Whilst negotiations with some businesses are progressing well, many of businesses affected by the regeneration proposals require further information and support from the Council, specifically relating to relocation options.

9.4 Business Relocation Strategy

9.5 Detailed information about businesses has been collated through a series of one-to-one meetings with individual business and property owners. This information has allowed the Council to start developing a detailed business relocation strategy. This strategy is linked with the emerging Area Action Plan and the employment land review which is providing detailed information regarding the employment land available within the borough.

9.6 Businesses will be consulted as more information is collated and the business relocation strategy is developed. It is proposed that to help take the business Relocation Strategy forward and progress negotiations with individual businesses the Council should employ commercial property advisors who have expertise in the local property market.

9.7 Additional Support for Businesses

9.8 One of the key assurances within the Business Charter is to provide support and advice to affected businesses. This includes;

- Assistance with business planning
- Providing options for accessing business finance
- Provide advice and options for reviewing marketing

- Assist in obtaining independent accountancy, surveyor and legal advice

9.9 It is therefore recommended that a budget of £50k is put aside for the next 6 months to secure this advice and business support from other local providers over the period of the regeneration scheme.

9.10 Purchasing properties

9.11 The Council has entered into detailed negotiations regarding purchasing a number of the affected businesses within the High Road West area and funds will need to be identified if the Council is going to acquire these properties and businesses.

9.12 It is recommended that the Council look to purchase any affected businesses who would look to sell now, as opposed to waiting until a development partner and planning permission have been secured, as securing the land for regeneration helps decrease the risks associated with land assembly, will help with the long term viability and ensures that the site is more attractive to developers.

9.13 At present there is no dedicated funding in place to purchase affected businesses in the High Road West area. However, as part of the 2014/15 budget, Cabinet agreed a strategic acquisition pot which would allow the Council to purchase strategic sites to facilitate regeneration across the borough. The pot is a rolling fund of up to £50m. The fund will allow the council to purchase sites and then sell/regenerate them ensuring that the cost of acquisition is replenished. It is recommended that the Council utilise this pot to purchase business properties in the High Road West area, and that business cases for individual businesses/sites are agreed on a site by site basis. The cost of any acquisition will be repaid through disposals to any future development partner. A report on the use of the Strategic Acquisition Pot will be presented to Cabinet in early 2015.

10.0 NEXT STEPS

10.1 There are a number of key work streams which need to be progressed to deliver the regeneration proposals for High Road West. These are detailed below:

10.2 Love Lane Estate

10.3 Housing needs assessments and the rehousing process

10.4 Should the masterplan be agreed, the re-housing officers will begin the process of completing detailed needs assessments with Love Lane Residents. This will allow a better understanding of individual household's needs, requirements and aspirations, including the levels of under-occupancy and overcrowding on the estate and as such the size and type of replacement homes which will need to be delivered. It will also help us identify any specific

needs or support requirements that individual residents may have. Officers will also be exploring the potential for completing a skills and training audit with households at the same time as undertaking the detailed needs assessment, so as to gain for the first time, a detailed understanding of the levels of skills and training and the aspirations of individual residents across the whole Estate.

- 10.5 The first detailed needs assessments will take place with those who have expressed an interest in moving to the new homes in Mallory and Ambrose Court on the Old Cannon Rubber Factory. This will then progress to all residents in phase 1 and then phase 2 of the development.
- 10.6 When the rehousing priority for residents in phase 1 is increased to Band A, the rehousing officers will be supporting any residents who have identified that they would like to move.
- 10.7 First moves to Mallory and Ambrose Court
- 10.8 Further viewings of the homes in Mallory and Ambrose Court will be offered to residents in the new year. In the Spring the detailed needs assessments will be used in conjunction with the Mallory Court and Ambrose Place Local Lettings Policy to determine which residents on the Love Lane Estate will be allocated new homes at Mallory and Ambrose Court. The first moves to the new properties at Mallory and Ambrose Court should take place in April 2015.
- 10.9 Establishing the Design Panel
- 10.10 If the Resident Charter is agreed, the Council will be establishing a Design Panel with Love Lane Residents in January 2015. The Design Panel will be supported by the Independent Tenant and Leaseholder Advisor for the Love Lane Estate and the Council. The design Panel is the next stage of building residents' capacity and aspirations for their new homes and builds on the workshops held with CAGE and the study visits to other regeneration schemes in London. The primary purpose of the Design Panel will be to ensure that residents influence the design of the replacements homes. Any future development partner will therefore, need to agree to work closely with the Design Panel.
- 10.11 The ITLA is currently developing a scope and terms of reference for the Group which will need to be agreed with all parties.
- 10.12 Love Lane People Programme
- 10.13 Officers will continue to work with residents to develop the Love Lane Programme. The programme will be focused on the key priorities residents have raised (through the Resident Charter and resident meetings). The four priority areas and the programmes we are putting in place are detailed below:

Area of Focus	Purpose/Programme
Health and Wellbeing	<ul style="list-style-type: none"> • Mobilise community support to improve health and wellbeing for all;

	<ul style="list-style-type: none"> • Integrate targeted programmes and projects aimed at improving physical and mental health for all; and • Facilitate the joining up of community-targeted health services, e.g. piloting the healthy child programme, Well London Programme; • Empower residents to take greater responsibility for their own health; • Establish good practice in healthy eating and exercise when children are young.
Education	<ul style="list-style-type: none"> • Raise aspiration, inspiration and ambition; • Careers focus to instil employability, skills, attitudes and knowledge; and • Provide diverse opportunities for rich personal development that engage families in their children's learning; • Work closely with local schools to build relationships and deliver joint programmes that deliver the ambition; • Delivering a homework club out of the Grange Community Hub as well as information, advice and guidance for young people
Employment	<ul style="list-style-type: none"> • Encourage and empower residents to seek and sustain meaningful long-term employment • Foster business engagement; and • Promote skill development, availability of information and provision of support. • Youth Services working out of the Grange Community Hun twice a week to engage young people.
Crime and Safety	<ul style="list-style-type: none"> • Empower community and collaborative working to reduce crime; and • Prevent individuals committing crime • Joined up working between residents, the Tottenham Regeneration Team, Community Safety, Homes for Haringey and the police to tackle crime and anti-social behaviour. Joint action plan being prepared; • Schools programmes that foster positive attitudes and social action.

10.14 Businesses

10.15 The Council will continue to secure further information from businesses about their individual needs and continue to develop the business relocation

strategy. The Council will also initiate the process of securing a partner to deliver the business support agreed as part of the Business Charter and as set out in 9.13 seek to utilise the Strategic Acquisition Pot to fund the early acquisition of businesses.

10.16 Delivering physical change

- 10.17 There are two key work streams which this report recommends need to be taken forward to secure the physical change the masterplan promotes.
- 10.18 The first is securing the land required for development. As a starting point for securing this land, this report recommends that Officers are authorised to commence detailed negotiations with THFC, who own significant landholdings in the High Road West area, to explore whether a land pooling agreement can be agreed.
- 10.19 The second is giving authorisation for officers to explore the most efficient delivery and procurement routes for the development and develop a preferred delivery option for the Cabinet to consider in 2015.

10.20 Resources

- 10.21 To support the delivery of the regeneration proposals, should the Masterplan be agreed, the Council will need to secure additional resource. Resources will be required to support residents through the rehousing process and meet the commitments set out in the resident guides as well as support the affected businesses and honour the commitments within the Business Charter, this will include rehousing, buy back and policy officers.
- 10.22 It is recommended that the Cabinet agree a £195k p.a resource funding envelope for the High Road West Regeneration Scheme and that delegated authority is given to the Director of Regeneration Planning and Development to agree and review the posts as and when required. It is anticipated that the resources should be reviewed on an annual basis to respond to the changing nature of the regeneration scheme.

11.0 COMMENTS OF THE CHIEF FINANCE OFFICER AND FINANCIAL IMPLICATIONS

- 11.1 This report largely concerns the immediate costs of implementing the next stage of the High Road West Regeneration scheme and particularly of acquiring the relevant land and property interests.
- 11.2 However, clearly there is a much larger total cost in undertaking the development which will require significant external funding as there is not sufficient borrowing capacity with the Council's Housing Revenue Account to undertake these works. Providing the new development contains additional housing units and significant levels of affordable housing, it is likely that grant funding from the Greater London Authority will be made available to support redevelopment, along with proceeds of private sales and ongoing rental streams. However, the total amount of required external funding has yet to be determined. These negotiations would also need to cover funding for the new Station and Library / Learning Centre and other community facilities, but the

Council will be expected to use its assets and housing stock in the area to leverage in additional funding.

- 11.3 The main financial implications arising from the specific recommendations within this report relate to the purchase of leaseholders' flats and buying out of business interests.
- 11.4 The full cost of agreeing the assurances to Leaseholders and Tenants as outlined in section 8.9 of this report is estimated to be a total of £20.717m. This is analysed as follows;
- Leaseholder Related Costs - £17.002m
 - Tenant Related Costs - £2.480m
 - Staffing Costs - £1.235m
- 11.5 At present no budget exists for this activity.
- 11.6 These costs are likely to be spread over a number of years, due to both the phasing of the wider scheme as outlined in 8.26 and the point at which leaseholders decide to sell their properties. The best estimate of phasing of the spend is as follows;

	Year Estimate	Cumulative Spend
	£000s	£000s
2014-15	3,961	3,961
2015-16	2,143	6,104
2016-17	2,143	8,247
2017-18	2,143	10,390
2018-19	2,143	12,533
2019-20	2,143	14,676
2020-21	6,040	20,716

- 11.7 The intention is that a future development partner will pick up these costs once active. However, there is no guarantee that any potential development partner will actually meet any of these costs.
- 11.8 If costs do fall back on the Council, then as the expenditure relates to the Council's stock, this expenditure would appropriately fall on the Housing Revenue Account (HRA). At present there is sufficient borrowing capacity within the HRA to bear the costs outlined above, however this would have the impact of reducing the opportunities to fund other Housing priorities such as the New Build programme and it is important that members are aware of this implication when considering future budget requirements for the HRA.

- 11.9 To address this issue, it is recommended that Cabinet now approve a HRA capital budget up to a maximum of £6m for the Leaseholder related costs element and that expenditure on purchasing leasehold interests is contained within that approval, until such time as Cabinet are able to secure a development partner.
- 11.10 In addition to this capped amount of funding related to purchasing Leasehold interests, this report also recommends agreeing a further budget of £2.48m as the total cost of making home loss, disturbance and related utility payments to existing Council tenants. This will enable the Council to take account of rehousing opportunities for those residents.
- 11.11 There is also a request for funding of £195k per annum of staffing costs to manage the rehousing process. This would equate to an estimated £1.235m across the assumed lifetime of this project.
- 11.12 It is important to note these costs are only estimates at this stage with the main variable being the market value of the properties, hence the projected costs could change significantly over time, especially if wider Regeneration activity increases the value of property within the North Tottenham area.
- 11.13 The detailed breakdown of potential costs is as follows;
- An estimated £8.274m of cost to buy out resident leaseholders at market value.
 - An estimated £0.827m of home loss payments to resident leaseholders.
 - An estimated £0.463m of removal cost / utility costs and legal costs related to resident leaseholders.
 - An estimated £6.596m of cost to buy out non-resident leaseholders at market value.
 - An estimated £0.495m of home loss payments to non-resident leaseholders.
 - An estimated £0.323m of removal cost / utility costs and legal costs related to non-resident leaseholders.
 - An estimated £0.996m of home loss payments to tenants.
 - An estimated £1.060m of disturbance payments to tenants.
 - An estimated £0.424m of other costs related to tenants.
 - An estimated £1.235m of staffing costs (£195,000 per annum).
- 11.14 In giving secure Council tenants Band A status as outlined in 8.16, there may be a knock on impact on wider Temporary Accommodation budgets as other residents on the waiting list are displaced, however in the short-term vacated units can also be used as Temporary Accommodation saving money on existing expensive Temporary Accommodation placements which will mitigate this risk. This issue will be dealt with in the wider budget setting process for Housing.
- 11.15 There are also likely to be significant financial implications related to Business Relocation. At this point the report is only requesting £50,000 to provide

support and advice to these businesses, however if the Council does seek to purchase businesses as outlined in 9.12 to de-risk the Regeneration plans the costs are clearly going to be significant.

- 11.16 The total approval now sought from Cabinet is, therefore, £8.53m to be included within the Council's Capital Programme and funded from HRA resources, a further on-going revenue budget of £195k is also sought.
- 11.17 As part of the 2014-15 budget process, the Council agreed sufficient borrowing capacity to support a £50m Strategic Acquisition fund. The Council could use this fund to purchase businesses where there are clear benefits to securing control over the land at an early stage, although members will need to be mindful of the expectation that the Acquisition Fund is a rolling fund where it is assumed that the asset sold at a later date will replenish the fund. Purchases in this case would only proceed subject to a clear business case and it is expected that Cabinet will receive a report in January 2015, outlining the conditions under which the Acquisition Fund can be utilised.
- 11.18 As part of the package of support agreed with the GLA and by Cabinet in February 2012, Mayor's Regeneration Funding of £8.5m is available to support the wider Regeneration project, it is possible that some of this funding could be used to help business relocation if this enables the wider objective of contribution to public and community event space. However, use of this funding would need to be agreed with the GLA as part of wider negotiations around regeneration funding.
- 11.20 The ongoing cost of the High Road West Masterplan framework and related consultation has been met from existing budgets. Similarly the costs of the new Community Hub and related services have been met from existing revenue budgets, as have the costs of developing the Tenant, Leaseholder and Private Tenant Guides.
- 11.21 In July 2014 as part of the Strategic Regeneration Programme, Cabinet agreed initial funding for the Tottenham Regeneration People programme as referenced in this report. This programme is still under development and if additional funding is required for this element of the Regeneration project, a report will be brought back to Cabinet as necessary.

12.0 ASSISTANT DIRECTOR OF CORPORATE GOVERNANCE AND LEGAL IMPLICATIONS

- 12.1 The Assistant Director of Corporate Governance has been consulted on the preparation of this report, and makes the following comments.
- 12.2 The report raises a number of issues which, when implemented, will need specific legal advice and guidance as they are being implemented.
- 12.3 The Framework document itself is not a formal Planning document and consequently will not form part of the statutory development plan. While it will be a material consideration, it will not carry significant weight in the development management process.

- 12.4 The Supreme Court has recently endorsed the following general principles of consultation:
- That consultation must be at a time when proposals are still at a formative stage;
 - That the proposer must give sufficient reasons for any proposal to permit intelligent consideration and response;
 - That adequate time must be given for consideration and response; and
 - That the product of consultation must be conscientiously taken into account in finalising any statutory proposals.
- 12.5 In short, in order to achieve the necessary degree of fairness, the obligation is to let those who have a potential interest in the subject matter know in clear terms what the proposal is and exactly why it is under positive consideration, telling them enough (which may be a good deal) to enable them to make an intelligent response. The obligation, although it may be quite onerous, goes no further than this.
- 12.6 The consultation carried out to date is entirely consistent with these principles in as much as the Council has consulted on those options which genuinely and viably address the key principles for change identified and endorsed by the Cabinet in 2012. It is clear that estate wide refurbishment of the Love Lane Estate does not deliver when tested against those key principles and as such is not an option. If it is not an option then it is not something on which consultation is or was required. Furthermore, s105 consultation would not be required if what was under consideration was estate wide refurbishment of the Love Lane Estate. In the circumstances the s105 consultation properly dealt with the proposal under consideration.
- 12.7 Right to Buy can be exercised by secure tenants and will affect those properties within the development site that are subject to such tenancies. In order to suspend the Right to Buy the Council must serve Demolition Notices as set out in paragraph 8.34 of this report. Members should note the time limits.
- 12.8 It is proposed that the Council begins to acquire properties and businesses within the development site as and when they become available as part of the land assembly exercise. The Council may acquire properties for any of its purposes. Separate legal advice will be required as and when the properties are acquired.
- 12.9 The Council has carried out a consultation exercise with the Council's secure tenants on the Love Lane Estate pursuant to Section 105 of the Housing Act 1985 as set out in this report. Under these provisions the Council must maintain and publish such arrangements as it considers appropriate to consult with its secure tenants (including demoted ones) who are likely to be substantially affected by a matter of housing management and consult in accordance with those arrangements. The arrangements must enable the secure tenants who are likely to be affected to be informed of the Council's

proposals and to make their views known to the Council within a specified period of time. The Council's s105 consultation with the Love Lane Estate secure tenants has complied with these requirements and, as required under the Act, the Council now needs to consider the representations made before making its decision on the High Road West regeneration proposals.

- 12.10 In coming to its decisions the Cabinet will have to comply with the Council's Public Sector Equality Duty under the Equality Act 2010 as set out more fully in section 13 of this report.

13.0 EQUALITIES AND COMMUNITY COHESION COMMENTS

- 13.1 As part of the recent High Road West Regeneration Proposals consultation process, the council invited residents to comment on the draft Equalities Impact Assessment (EqIA) for the High Road West Masterplan Framework. The Council has updated the EqIA to reflect the comments received as part of this consultation process.
- 13.2 The EqIA is attached as Appendix 11 to this report. Section 149 of the Equalities Act 2010 requires the decision maker, i.e. the Council acting through its Cabinet, to have due regard to the goals in the Act as set out in section 149. Members will therefore need to consider carefully and evaluate the points made in the EqIA before deciding whether to proceed with the CLSA.
- 13.3 The EqIA describes the proposals; identifies the impacts on the "protected groups", i.e. those with protected characteristics under the legislation (age, sex, ethnic origin, sexual orientation, disability, etc); and explains how those impacts which are negative (for example, the need for disabled and old people to move home) can be mitigated, where this is possible.
- 13.4 To the extent that it is not possible for negative impacts on the protected groups to be mitigated, members must weigh the negative impacts against the positive ones, and must weigh in the overall balance those impacts which are negative against the benefits('countervailing factors') sought to be obtained from proceeding with the Masterplan. Subject to the decision being rational and lawful overall, it is for Cabinet members to decide what weight should be given to the countervailing factors.
- 13.5 In this case, the EqIA is quite a lengthy and complex document. Officers have devoted considerable time and attention to compiling it, and in doing so have addressed the points made by consultees during the consultation exercise on the impact of the Council's proposals on those with the protected characteristics under the 2010 Act.
- 13.6 The countervailing factors which members will need to weigh in the balance against the negative impacts identified in the EqIA are those identified in this report, namely the anticipated beneficial effects on the community as a whole of agreeing the Masterplan: the creation of new jobs, the benefit to the local

economy, the construction of better quality housing with lower maintenance costs, and so forth.

14.0 HEAD OF PROCUREMENT COMMENTS

14.1 There are no procurement issues at this time to be considered.

15.0 POLICY IMPLICATION

15.1 The High Road West Masterplan and regeneration proposals are in-line with the Council’s policies and the Corporate Plan. The High Road West Regeneration Scheme is part of the Tottenham Regeneration Programme, which is one of the Council’s corporate programmes.

15.2 The HRW masterplan will help inform the policies and site specific allocations of the Tottenham Area Action Plan. In particular, the masterplan will form part of the evidence base for the AAP, helping to demonstrate that the quantum of development proposed, and the development principles to be applied, are deliverable.

16.0 REASONS FOR DECISION

16.1 Agreeing the High Road West Masterplan will support the following:

- Meeting the local communities’ aspirations for the area;
- Meeting the Council’s aspirations for the area and delivering over 1,200 new homes and hundreds of jobs which will help meet the Council’s and Greater London Authority’s ambitious growth targets;
- Delivery of comprehensive regeneration across the High Road West area which maximises the number of homes, jobs and benefits for local people;
- Making best use of existing Council homes and assets;
- Maximising the provision of a range of housing tenures across the borough and contribute to the creation of mixed and balanced communities;
- Delivery of new social infrastructure such as a new library learning centre, new community space, health facilities and more and better quality new open and play space;
- Delivery of a safe, secure and attractive residential neighbourhood where people want to live and work;
- The creation of a sports and leisure destination in north London and increase the number of visitors and thus strengthen the local economy.

17.0 USE OF APPENDICES

Appendix	Document
Appendix 1	High Road West Consultation and Engagement Feedback Report

Appendix 2	High Road West Masterplan Framework
Appendix 3	High Road West Regeneration Proposals Consultation Pack
Appendix 4	Love Lane Residents Charter
Appendix 5	Draft Secure Council Tenant Guide
Appendix 6	Draft Leasehold Guide
Appendix 7	Draft Private Tenant Guide
Appendix 8	Indicative phasing plan
Appendix 9	Draft Local Lettings Policy
Appendix 10	Draft High Road West Business Charter
Appendix 11	Equalities Impact Assessment

18.0 LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

18.1 Background Papers:

- 15th July 2014 Cabinet Report- High Road West Regeneration Scheme Consultation.
- 28th November 2013- High Road West Regeneration Project - Master Plan Option Consultation Feedback and Next Steps.