

NOTICE OF MEETING

OVERVIEW AND SCRUTINY COMMITTEE

**Tuesday, 3rd October, 2017, 7.00 pm - Civic Centre, High Road,
Wood Green, N22 8LE**

Members: Councillors Pippa Connor (Vice-Chair), Tim Gallagher, Kirsten Hearn, Emine Ibrahim and Charles Wright (Chair)

Co-optees/Non Voting Members: Luci Davin (Parent Governor representative), Yvonne Denny (Co-opted Member - Church Representative (CofE)) and Uzma Naseer (Parent Governor Representative)

Quorum: 3

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

It being a special meeting of the Overview and Scrutiny Committee, under Part Four, Section B, Paragraph 17, of the Council's Constitution, no other business shall be considered at the meeting

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

6. CALL IN - HIGH ROAD WEST REGENERATION SCHEME - SELECTION OF A DEVELOPMENT PARTNER AND NEXT STEPS (PAGES 1 - 234)

- a. Report of the Monitoring Officer (to follow)
- b. Report of the Strategic Director of Regeneration, Planning and Development (to follow)
- c. Appendices:
 - Copy of call-in
 - Excerpt from the draft minutes of the Cabinet meeting held on 12th September 2017
 - 12 September Cabinet report High Road West Regeneration Scheme – Selection of a Development Partner and Next Steps

7. EXCLUSION OF THE PRESS AND PUBLIC

8. CALL IN - HIGH ROAD WEST REGENERATION SCHEME - SELECTION OF A DEVELOPMENT PARTNER AND NEXT STEPS (PAGES 235 - 544)

To consider exempt information pertaining to item 6 of the agenda .

Philip Slawther, Principal Committee Co-ordinator
Tel – 020 8489 2957
Fax – 020 8881 5218
Email: philip.slawther@haringey.gov.uk

Bernie Ryan
Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 25 September 2017

This page is intentionally left blank

'CALL IN' OF DECISIONS OF THE CABINET

This form is to be used for the 'calling in' of decisions of the above bodies, in accordance with the procedure set out in Part 4 Section H.2 of the Constitution.

TITLE OF MEETING	Cabinet
DATE OF MEETING	12/09/2017
MINUTE No. AND TITLE OF ITEM	Minute no: 58. High Road West regeneration scheme- selection of a development partner and next steps

1. Reason for Call-In/Is it claimed to be outside the policy or budget framework?

It is not claimed to be outside the policy or budget framework.

The Liberal Democrats have grave concerns about the Labour Cabinet's proposed regeneration arrangements and the choice of preferred bidder. In our view the process of choosing Lend Lease as preferred bidder and the disposal of council land should not proceed.

Reasons for call-in:

We are concerned by the particulars of the agreement with Lend Lease as mentioned in the public Cabinet report:

1. We are concerned that the commitment to affordable and social housing is weak with only 30% affordable homes on what is currently a council-owned site.
2. We are concerned that a number of leaseholders on the Love Lane Estate do not feel they are getting a fair deal.
3. We are concerned about council tenants' right to return on similar terms.
4. We are concerned that the council will no longer be the landlord of the Love Lane Estate and we have concerns about the long lease being given to Lend Lease (250 years)
5. We are concerned that there are fewer council homes/homes for social rent than originally planned.
6. We are concerned about density, size and quality of homes on the regeneration site, given the dramatic increase in the number of homes proposed (up from 1,400 to 2,500)
7. We are concerned that local businesses will be moved out of the Peacock Industrial site when as yet there is no clear plan for their return.
8. We are concerned that the whole scheme depends on the ability of the council to secure a very large number of Compulsory Purchase Orders.
9. We are also concerned that the so called third-party guarantee is in fact being provided by another Lend Lease company.
10. We are concerned that the 100% indemnity offered by Lend Lease would not be enforceable if Lend Lease were to collapse or cease trading.
11. We are concerned that the council does not have a majority on the steering group.
12. We believe that overall the risk of the proposed actions outweighs the suggested benefits.

We are concerned by the choice of Lendlease as the development partner for the following reasons:

1. The Heygate Estate renewal by Lendlease in Southwark, has in our view, not led to good outcomes for local residents or the council. A large council estate was replaced with many homes for sale and only a small number of social homes on site.
2. Lendlease have been sued by unions for blacklisting construction workers.
3. Lendlease has admitted it overbilled clients for more than a decade and has agreed to pay \$56 million in fines and restitution in the United States of America.

We are concerned that the development partner for this major £1 billion scheme is the same company as the council's HDV partner with whom they have recently entered into a £2 billion agreement. It is vitally important that councils work with different development partners to reduce risk. We believe this also raises concerns about the bidding process and how the council chooses their development partners.

2. Variation of Action Proposed

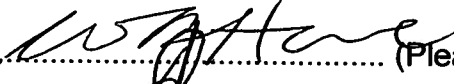
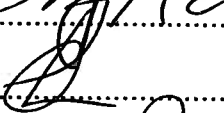
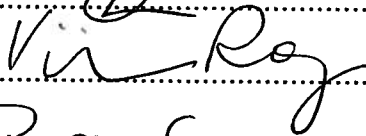
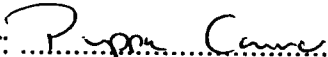
Halt the current proceedings and not choose Lend Lease as a preferred bidder.

We do not believe the scheme should proceed as proposed. There are clearly other ways to deliver regeneration and build new council and affordable homes.

Signed:

Councillor:  (Please print name): C.D. CARTER

Countersigned:

1. Councillor:  (Please print name): W.A. HARE
2. Councillor:  (Please print name): LIZ MORRIS
3. Councillor:  (Please print name): VIV ROSS
4. Councillor:  (Please print name): PIPPA CONNOR

Date Submitted:

Date Received :

(to be completed by the Democratic Services Manager)

Notes:

1. Please send this form to:
Michael Kay (on behalf of the Proper Officer)
Democratic Services and Scrutiny Manager
5th Floor
River Park House
225 High Road, Wood Green, London N22 8HQ
Tel: 8489 2920
Fax: 020 8881 5218

This form must be received by the Democratic Services and Scrutiny Manager by 10.00 a.m. on the fifth working day following publication of the minutes.

2. The proper officer will forward all timely and proper call-in requests to the Chair of the Overview and Scrutiny Committee and notify the decision taker and the relevant Director.
3. A decision will be implemented after the expiry of ten working days following the Chair of Overview and Scrutiny Committee's receipt of a call-in request, unless a meeting of the Overview and Scrutiny Committee takes place during the 10 day period.
4. If a call-in request claims that a decision is contrary to the policy or budget framework, the Proper Officer will forward the call-in requests to the Monitoring Officer and /or Chief Financial Officer for a report to be prepared for the Overview and Scrutiny Committee advising whether the decision does fall outside the policy or budget framework.

MINUTES OF THE MEETING OF THE CABINET HELD ON TUESDAY, 12TH SEPTEMBER, 2017, 6.30pm

PRESENT: Councillors: Claire Kober (Chair), Peray Ahmet, Jason Arthur, Eugene Ayisi, Ali Demirci, Alan Strickland and Bernice Vanier

Also Present: Councillor Engert, Newton, Morris, Carter, Brabazon, Ibrahim, Tucker.

Deputation 1 – Enid Henry and Grace Lungu – Resident Procurement Panel

The deputation outlined that they had worked with the Council over the last 5 years, agreeing the residents charter, setting up the design panel, and developing the design guide which was used during the procurement process. Enid and Grace had also been members of the resident design panel and involved with the procurement of the developer partner for the past 15 months.

This work had taken up a lot of their time but they welcomed the involvement in developing proposals for High Road West and were also happy that the proposal included the Council acquiring the replacement new homes for Love Lane Residents and the appointment of Lendlease as the preferred bidder. They always wanted the Council to remain their landlord and to be able to remain in their area which some of the residents had resided in, over the last 25 years.

Having been involved in procurement process, the deputation was pleased with the outcome and looking forward to working with the Council on detailed proposals for the new homes.

They recognised that there was still more work to be completed on agreeing the leaseholder offer and detail designs but hoped that they could continue to work closely with the Council and create a good working relationship with the developer.

In response to a Cabinet Member question, the deputation advised that they were enabled freely to take part in the plans for their area and were able to ask questions to understand how the regeneration would be taken forward. They had help from an independent advisor to make representations to the Council on a decision which they felt was a good enabler for progress.

Councillor Strickland further responded to the deputation, thanking Enid and Grace for attending the meeting and giving up their time to take part in the procurement process. It was through resident involvement in the process, enabled by the support of the Independent Tenant Liaison Adviser [ITLA] that this proposal contained stronger and better outcomes. Residents would continue to be part of the next steps of the scheme and involved in shaping their area.

The tenants wanted the Council to be their landlord and the Cabinet Member was pleased that this outcome had been achieved and more new Council housing would be built in this scheme.

Deputation 2 – Zenek Chalarca and Maria Chalarca – Love Lane Leaseholder Association.

Mr Chalarca presented the deputation, which was based on providing the Cabinet with information on the leaseholder's experience of the regeneration scheme in High Road West. He continued to outline the commitments made to leaseholders by the Council at the outset of the High Road West scheme which the deputation did not believe had been met. There were now, instead, a range of issues being experienced by residents on the Love Lane estate such as:

- Repairs not being carried out.
- Communal areas which had not been cleaned.
- A large number of Council tenants had moved away from the estate and these tenants have been replaced by homeless households who have been placed in temporary accommodation.
- There were squatters living in empty unoccupied garages near the Children's play area.
- There was anti-social behaviour, prostitution and drunken disorder on the estate.

The deputation felt that the only option for them, as leaseholders, was to sell their property to the Council at a price which they considered was below the market value. Mr Chalarca stated that this conclusion was based on independent valuation reports.

The deputation advised that they knew of several leaseholders who felt pressured by Council officers and the appointed surveyor into making a decision about their property.

The deputation continued to outline:

- Their dis-satisfaction with the progress in providing the leaseholder swap option.
- The need for individual financial assessments to be carried out before the shared equity scheme was finalised to ensure that no leaseholder is unfairly excluded from the scheme.
- Their concern that the previous deputation is considered a reflection and representation of the community feeling as whole.

They contended that the Residents Procurement Panel did not have an influence on appointing Lendlease as a partner and had not been involved in the scoring of the bids.

The deputation was seeking fair treatment of leaseholders and always looking to build a constructive relationship with the Council as this was the best way to obtain good outcomes for the residents in the area.

Response by the Cabinet Member for Housing, Regeneration and Planning

Councillor Strickland thanked the deputation for attending the meeting. He challenged the view put forward that the Council were intentionally running down the estate. The Cabinet Member advised that Homes for Haringey were aware of the current issues on ASB and had issued ASB orders and banned disruptive people from the estate. There was also new CCTV fitted. The Local Authority was therefore trying to resolve the anti-social behaviour but was not responsible for causing it.

In respect of the valuations of leasehold properties, the Council worked in accordance with a transparent methodology. Where there was a discrepancy in values they would work through these issues with the leaseholder to reach a fair value.

The Cabinet Member emphasised, that if there were leaseholders that felt pressurised into making decisions, they could contact him about this situation. The Cabinet Member had not heard any such suggestions previously of leaseholders feeling pressured to complete a valuation and these were provided when leaseholders asked for them. Only leaseholders could request that a valuation was undertaken.

There was a clear process on how the leaseholder's policy goes forward with the current consultation on the Estate Renewal, Rehousing and Payments Policy, [ERRPP] which considers increasing the current offer for leaseholders. The consultation results on the detailed offer for leaseholders would come back to Cabinet in October and this was still work in progress. The Council would continue to work with the leaseholders in Love Lane. It was also important to consider that this was the first leaseholder scheme being taken forward by the Council and there would be issues to be worked on.

The Cabinet Member further challenged the view expressed by the deputation party about the motives of the first deputation party in presenting to Cabinet. He highlighted that attending Council meetings could be an intimidating experience and obtaining support to do this was not inappropriate. Furthermore, the first deputation had not claimed to be speaking for the whole community in their statement or presentation.

The Leader provided further assurance, that there was awareness of the anti- social behaviour issues at Love Lane Estate, at the top level of the organisation, and the Council were working through the issues to get on top of this situation.

58. HIGH ROAD WEST REGENERATION SCHEME- SELECTION OF A DEVELOPMENT PARTNER AND NEXT STEPS

The Cabinet Member for Housing, Regeneration and Planning introduced the report which sought approval for the selection of the preferred and reserve bidder for the High Road West Regeneration scheme and sought approval to the next stage of work which was to refine and clarify the preferred bidder's proposal and to agree the disposal of the Council's land within the High Road West Regeneration Area (shown edged blue on the Site Plan at Appendix 1).

The Cabinet Member highlighted that the recommendations put forward to Cabinet were a culmination of work completed over the past 5 years by residents, Council officers and local Councillors. Consultation on the High Road West Master Plan had begun in 2013 and this document had been agreed in 2014, demonstrating strong support for regeneration with 60 % of residents advising that the estate should be demolished and replacement homes built. The procurement process to seek a development partner was then instigated in 2016.

Residents had met with the bidders and challenged bidders, so although they were not involved in the scoring, they were still part of the procurement process. They also helped develop the design guide which the bidders had based their bids on. At the end of this long process there was proposed to be:

- Over 2,500 high-quality, sustainable homes made up of at least: 750 affordable homes (a net increase of 539), 191 high quality, safe, Council homes. These include 155 social rent homes for Council tenants.
- Over £10m of funding for social and economic support for both businesses and residents, including a contribution of c.£8m for supporting the Tottenham People Priority overall commitments.
- A cutting edge new Library and Learning Centre and a refurbished Grange Community Hub which will provide improved community facilities early in the scheme.
- 143,500sqft of green spaces for the community including a large new linear community park with an outdoor gym, children's play area and Grange Gardens; a safe, central green space for local people.
- A welcoming new civic square which will be an important focus of local events and activities, bringing the community together, promoting cultural activities and enhancing activity and safety at night.
- Over 130,000sqft of commercial, retail and leisure space throughout the scheme providing a wide range of leisure, employment space, shops, cafes and restaurants around a new civic square.
- £500k of investment in the town centre and also a £500k fund for events and activities, as well as meanwhile uses which will revitalise the local centre during construction and afterwards.
- Over 3,300 construction jobs and more than 500 end-user jobs once the development is complete.
- 3000 construction jobs
- High quality new industrial and maker/artisan space to support businesses from the existing Peacock Industrial Estate

Therefore, based on the objective procurement process outcome, the Cabinet Member recommended, to Cabinet, the appointment of Lendlease as the development partner for the High Road West Scheme.

There were questions put forward from Councillors: Engert, Bevan, Ibrahim, Brabazon and Tucker and the following information noted. [This information obtained from questions has been grouped into the main subject areas of Housing, leaseholder issues, Businesses, Regeneration, Procurement, for ease of reference]

Housing/ Leaseholder issues

- The number of homes and percentage spilt of affordable housing, included in the scheme was set out at page 68. Although the 40% affordable housing target had not been reached, this was due to the financial challenges of making the scheme work and also prioritising council housing which had additional costs. However, the Council had worked hard to replace the existing Council housing owned by the Council, and managed by Homes for Haringey. Therefore, the scheme is a positive story for affordable and social housing.
- The Council's aim had always been to remain the landlord of tenants at the Love Lane Estate, as had been noted at previous Cabinet meetings, but had not been able to guarantee this two and a half year ago, as at the time, a procurement process had not yet been initiated and the outcome of this could not be known. The Cabinet Member further responded, that there were a wide range of reasons for tenants choosing to move away from the estate i.e. moving near close family, away from the estate, or wanting to go to sheltered housing and this could not be associated with the Council not giving a guarantee, two years ago, on the ownership of homes.
- Through the Cabinet Member's experience of correspondence with leaseholders, there could be no blanket claim that all leaseholders were unhappy. It was accepted that there was, among leaseholders, a complexity of views. There was a dedicated leaseholder and rehousing support officer available to support tenants as well as the ITLA and the offer by the Council to pay for independent valuations. It was the leaseholder's choice whether to ask for a valuation of their property.
- There were staff dedicated to supporting residents at Love Lane and the views that they wanted to express. If leaseholders were confused with the process, they can be directed to dedicated independent advisors. [ITLAs]
- The value of the homes had increased on the estate since regeneration consultation activity had begun, and there were 46 units set aside for leaseholders who want shared equity homes. If leaseholders were not able to fully purchase a new property, they could apply for an equity loan from the Council to enable a property on the estate to be purchased. This offer was going beyond statutory requirements and what other London borough Councils provided.
- The Council could not leave the housing blocks empty on Love Lane Estate while regeneration is prepared, in a time when there were a significant

number of homeless households. Therefore, using the units as temporary accommodation was a good solution.

- The replacement Council homes nominations would be taken forward by Homes for Haringey and the Council would put forward nominations for affordable homes in the normal way. Nominations for shared ownership properties would be in accordance with shared ownership policy
- 1400 was the minimum number of homes sought from the High Road West scheme from bidders, but 2500 homes had been offered by the winning bidder.
- The original number of Council properties as 212. The impact on the HRA had been mitigated with the new properties added.
- There was a small reduction in social rented homes available in the scheme, but it was important to take into account the new Brook House development, adjacent to the estate, which 29 Love Lane residents had chosen to move to last year and also the net increase of 500 affordable homes, including the Mayor's new affordable rent homes.
- Leaseholders should not feel pressurised into making decisions about their properties and could get in touch with the Cabinet Member for Housing, Regeneration and Planning if this situation occurred. Some leaseholders had asked for a valuation, others have not asked for this, so experience varied on this issue.
- In terms of leaseholder accessing external legal advice, the Council had contracted an ITLA [Independent Tenant Liaison Adviser] to support leaseholders and tenants and already paid the legal fees for acquisitions of properties. The Council could consider on a case by case basis whether, in particular, more vulnerable leaseholders were being supported adequately.

Businesses

- The principles set out in the ARUP masterplan had previously suggested that it was difficult to keep the businesses at the Peacock Industrial estate, for a variety of reasons. There was a strong commitment by the preferred partner to protect business space, and there was a lot of work to do with businesses around that. It was difficult for the Cabinet Member to provide an overall position as there would be individual negotiations with each business to find out if they would like to stay or prefer relocation with compensation and support. There was £500k set aside to support this work.

Regeneration

- This scheme could not have been a test case for the HDV as the Council had started the High Road West Scheme in 2012 before the HDV wider process

had commenced. Also the master planning process was developed earlier with residents and separately to the HDV scheme.

- If the CPO was not secured, this would be called a condition precedent and the scheme would not proceed until issues were resolved.
- This was a development agreement and it was normal to refer to a company as development partner but this did not imply a legal arrangement. The Council remains the freeholder and disposing of a 250-year lease.
- This arrangement is a conditional disposal of land. It is important to note that the land would be disposed of in tranches and only when certain conditions had been met i.e. vacant possession, planning, strategies, and social economic programme completion. Hence, land would be disposed of only over a number of years and dependent on outcomes being achieved.
- With regard to how the vacant possession worked, the Council would continue their responsibility for working with residents that are leaseholders and tenants and the Council would also fund this. Lendlease would support the Council by working with businesses and completing the negotiations. The Council would then make the payments for those acquisitions. However, Lendlease had offered 100% indemnity so the Council would be reimbursed the cost of the property and the costs associated with the sale.
- The green space will be publically accessible and managed by an estate management company with tenants and leaseholders participating on the board.
- In respect of the land ownership and viability challenges, there were contractual obligations for Lendlease to meet and the scheme would be developed on a phase by phase basis.
- THFC owned 13% of the land in the High Road West. The Council had already been clear about their comprehensive approach to redevelopment and would continue working closely with THFC in the coming years to develop this comprehensive approach.
- With regard to governance, a Steering Group would oversee the operation of the Development Agreement and the CPOIA and the successful delivery of the Scheme. This would be established following completion and signing of the Development Agreement. The Steering Group would have equal representation from both the Council and Development Partner comprising 3 members from each organisation with each organisation having one collective vote. These members had not yet been chosen.
- The Cabinet Member stated that he saw no evidence to support the suggestion that the first deputation had been unduly influenced by Council officers.

- This is a viable scheme, which gives funding back to the Council whilst providing outcomes to the community.

Procurement Process

- There had been a separate design panel and a separate procurement panel and overall it should be accepted that no one group spoke for the whole community and this included the leaseholder's association. It was acknowledged that there would be a complexity of views coming forward.
- The procurement processes for the HDV and High Road West had involved different processes and different panels. There was complete separation of the teams working on these procurement processes with the only exception being the same finance, legal and procurement officers providing advice to both teams.
- The third party guarantors of the bidder are another company within the Lendlease structure, and would have been assessed as part of the PQQ which was completed at the start of the procurement process. They would have been subject to the same stringent assessment as the bidder, including assessment of their financial standing.
- The Council had not previously claimed that this scheme was low risk but had identified a series of risks which it had worked hard, through the procurement process, to mitigate and a major accomplishment was achieving the indemnity which alleviated the major risk.
- The Council was working hard to minimise the impact of tax on the scheme and this had been assisted by the 100% indemnity achieved which would pick up land assembly and land costs.

Further to considering the exempt information at item 17, Cabinet -

RESOLVED

1. To note the outcome of the Competitive Dialogue Procedure under the Public Contracts Regulations 2015 as outlined in this report.
2. To agree the selection of Lendlease Europe Holdings Limited ("Lendlease") as the preferred bidder with whom the Council will enter into a Development Agreement to deliver the Scheme.
3. To agree to the selection of a reserve bidder as set out in the exempt part of this report.
4. To agree to proceed to the Preferred Bidder Stage ("PB Stage") so the preferred bidder's proposal can be refined and optimised, in particular to

finalise the Development Agreement (Appendix 2), Compulsory Purchase Indemnity Agreement, (Appendix 3) the lease (Appendix 4) and any associated legal documentation following the preferred bidder stage.

5. To agree to the disposal of:
 - a. (Subject to the approval of full Council to make the application to the Secretary of State and the consent of the Secretary of State) the properties belonging to the Council and situated within the High Road West Area held within the Housing Revenue Account and listed in Section 1 of Appendix 5 of this report; and
 - b. The properties belonging to the Council situated within the High Road West Area held for planning and general fund purposes and listed in Section 2 of Appendix 5 and any other properties belonging to the Council within the High Road West Area and shown coloured pink on the site plan attached at Appendix 1.

And that these properties be included within the Development Agreement.

6. To give delegated authority to the s151 Officer and the Director of Regeneration, after consultation with the Cabinet Member for Housing, Regeneration and Planning, to approve the final Development Agreement, Compulsory Purchase Indemnity Agreement, the lease and any associated legal documentation following the preferred bidder stage.
7. To note that if the Development Agreement and ancillary documents required to be agreed at the preferred bidder stage cannot be agreed with the preferred bidder, a further report will be brought back to Cabinet to seek permission to enter into the preferred bidder stage with the reserved bidder.
8. To note the results of the High Road West ownership and management of replacement homes feedback report, which can be found at Appendix 6. This includes the statutory consultation under Section 105 ("s105") of the Housing Act undertaken with secure Council tenants living on the Love Lane Estate.
9. To agree that the 145 replacement social rented units and 46 shared equities, which will be delivered by Lendlease, will be acquired by the Council for housing purposes and be held in the Housing Revenue Account and to further give delegated authority to the s151 Officer and the Director of Regeneration, after consultation with the Cabinet Member for Housing, Regeneration and Planning, to approve the final terms of the option in the Development Agreement.
10. To resolve the above having considered and had regard to the Equalities Impact Assessment (Appendix 7).

Reasons for decision

All of the recommendations detailed above will support the delivery of the High Road West Scheme. The Scheme will support the Council in delivering all of its Corporate Priorities, will address issues of deprivation which have long characterised the Northumberland Park Ward and will set a benchmark for future regeneration across the borough.

Supporting the Corporate Priorities and tackling deprivation

The selection of a preferred bidder is the next step in delivering the Council and local communities' vision to transform High Road West into a vibrant, attractive and sustainable new residential neighborhood with a blend of housing and support the creation of a premier leisure destination for London, alongside the Tottenham Hotspur Football Club development.

Delivering this vision offers a unique opportunity to tackle the entrenched deprivation that has characterised the Northumberland Park Ward and meet the Council's Corporate Priorities:

- **Priority 1: Enable every child and young person to have the best start in life, with high quality education-** The Scheme will help ensure that children and young people have the best start in life, by providing a high quality living environment and world class community facilities, such as the new Library and Learning Centre. This will go some way in tackling the 4% (national average of 3.1%.) of 16 and 17 year olds living in the Northumberland Park Ward who are not in employment, education or training (NEET).
- **Priority 2: Enable all adults to live healthy, long and fulfilling lives -** The Scheme will help all residents to live healthy, long and fulfilling lives by providing, and giving easy access to a range of services by delivering a healthy neighbourhood with ample public space, such as a large new community park with play and gym equipment and food growing as well as, a new public square for public events and encouraging community cohesion. All of which will seek to address the issue of life expectancy, which is demonstrably worse in the east of the borough compared to the west of the borough: on average the difference between parts of the east and parts of the west is 7 years. It will also address the obesity amongst children and the mental health challenges which are significant, and stubborn.
- **Priority 3: A clean, well maintained and safe borough where people are proud to live and work-** The Scheme will deliver a clean, well maintained and safe welcoming environment for residents, businesses and visitors alike where people are proud to live and work. This will be delivered through high quality inclusive design, place making and responding to the needs of the area and community. It will be maintained by one inclusive, transparent estate management regime, that will be responsible for the management and maintenance of the high quality, affordable environment. The management regime will seek to train and support residents and businesses and community partners to once ready will be able to run the management and maintenance of the area, fostering long-term civic pride and community ownership.

- **Priority 4: Drive growth and employment from which everyone can benefit-** Critically, the Scheme will deliver economic growth which is not only essential to residents and businesses of the borough and the wider region but also the Council. The new employment and commercial space will provide significant opportunities for training, jobs and employment and will go some way to address unemployment (at 26%) in Northumberland Park, which is almost double the rate across the whole borough and three times the national average. The improved environment and the creation of a new leisure destination in London will bring thousands of visitors who will contribute to the local economy and support local businesses.
- **Priority 5: Create homes and communities where people choose to live and are able to thrive-**The Scheme will deliver over 2500 new high quality homes, which residents will be involved in designing, in a mix of tenures ensuring that residents' housing choice is maximised. 2500 new homes are a significant contribution to meeting the boroughs housing demand. Meeting the housing demand will lead to more and more families being able to afford a home in the borough, either to rent or buy, alleviating the current difficulties faced by local people. It will also help to drive down levels of homelessness, so fewer households find themselves in crisis, and the relieve some of the significant pressure on the Council budget through increased temporary accommodation costs. The Scheme will build on the strengths of the existing local residents and businesses to create an even stronger sustainable community where people don't only live, they thrive.

Development Delivery Methodology

In bringing forward significant development opportunities across Tottenham and Wood Green assessments have been made in each case to ensure that appropriate delivery mechanisms are used.

In December 2015 a business case setting out the preferred delivery approach for the High Road West Scheme was presented to Cabinet. The business case recommended that the Scheme should be delivered through a contractual development agreement as this delivery option best met the Council's objectives and reduced exposure to risk. The Cabinet noted the business case and agreed to commence a Competitive Dialogue Procedure under the Public Contracts Regulations to procure a commercial partner to deliver the Scheme.

In May 2016 the procurement process was launched. Following a compliant procurement process, which has been validated by an independent auditor (Appendix 8), the preferred bidder is recommended in this report. Through the procurement process the development agreement and supporting legal documentation (explained in detail at paragraphs 6.32-6.55 below) have been developed and refined over the course of the competitive dialogue process.

By approving the recommendations to enter into the final stage of work with a single preferred bidder and paving the way for refining the Development Agreement,

Cabinet will be taking the next vital step in unlocking the considerable growth potential of the Council's own land and meeting a number of core Council ambitions.

Ownership of the replacement homes

The Cabinet is being asked to make a decision on the ownership and management of the replacement homes within this report so that the Development Agreement can be finalised and thus delivery of the Scheme can progress following the conclusion of the preferred bidder stage of the procurement process. Making a decision now, will also help residents on the Love Lane Estate in making their rehousing choices.

The rationale for recommending that the Council acquire the replacement homes is set out in paragraphs 6.107-6.124 below.

Alternative options considered

Delivery approach and procurement process

In December 2015 Cabinet noted the business case setting out the preferred delivery approach for High Road West. That business case identified and robustly assessed three alternative options for achieving the Council's bespoke objectives for the Scheme. The options are detailed in paragraphs 6.12- 6.16 below.

Ownership and management of the replacement homes

The Council had carefully considered two options relating to the ownership and management of the 191 replacement homes. The two options are:

- Option 1: The preferred bidders RP partner acquires the replacement homes
- Option 2: The Council acquires the replacement homes.

Report for: CABINET

Item number: 10

Title: High Road West Regeneration Scheme – appointment of a preferred bidder and next steps

Report authorised by : Lyn Garner, Strategic Director of Regeneration, Planning and Development

Lead Officer: Sarah Lovell
Sarah.lovell@haringey.gov.uk
0208 489 2025.

Ward(s) affected: Northumberland Park Ward

Report for Key/
Non Key Decision: Key Decision

1. Describe the issue under consideration
 - 1.1 The purpose of this report is to advise Cabinet of the outcome of the Competitive Dialogue procedure under the Public Contract Regulations 2015 authorised by Cabinet on 15th December 2015, to procure a Development Partner to deliver the High Road West Regeneration Scheme (the “Scheme”).
 - 1.2 The recommendations within this report follow the previous Cabinet decisions in December 2014 and December 2015, which agreed the High Road West masterplan, the commencement of the rehousing process for Love Lane residents, the demolition of the Love Lane Estate and noted the business case for the preferred delivery structure for the Scheme. The substantive recommendations within this report will finalise the strategy and planning stage and will ensure that the Scheme can now move into construction and delivery.
 - 1.3 Cabinet is asked to approve the selection of the preferred and reserve bidders, to approve the next stage of work to refine and clarify the preferred bidder’s proposal and to agree the disposal of the Council’s land within the High Road West Regeneration Area (shown edged blue on the Site Plan at Appendix 1).
 - 1.4 Cabinet’s attention is in particular drawn to some of the most significant elements of the preferred bidder’s proposed arrangements:
 - Over 2,500 high-quality, sustainable homes.
 - At least 750 affordable homes (a net increase of 539), which will meet the Council’s housing strategy on affordability, ensuring that the homes will be affordable for local people.

- 191 high quality, safe, replacement homes for council tenants and resident leaseholders which meet resident aspirations as set out in the Resident Charter and will be built to new fire and safety standards.
- Over £10m of funding for social and economic support for both businesses and residents, including a contribution of c.£8m for supporting the Tottenham People Priority overall commitments.
- A cutting edge new Library and Learning Centre and a refurbished Grange Community Hub which will provide improved community facilities early in the scheme.
- 143,500sqft of green spaces for the community including a large new linear community park with an outdoor gym, children's play area and Grange Gardens; a safe, central green space for local people.
- A welcoming new civic square which will be an important focus of local events and activities, bringing the community together, promoting cultural activities and enhancing activity and safety at night.
- Over 130,000sqft of commercial, retail and leisure space throughout the scheme providing a wide range of leisure, employment space, shops, cafes and restaurants around a new civic square.
- £500k of investment in the town centre and also a £500k fund for events and activities, as well as meanwhile uses which will revitalise the local centre during construction and afterwards.
- Over 3,300 construction jobs and more than 500 end-user jobs once the development is complete.
- High quality new industrial and maker/artisan space to support businesses from the existing Peacock Industrial Estate.

2. Cabinet Member Introduction

- 2.1 From the outset, I promised to put residents at the heart of the High Road West Regeneration Scheme. This is why we completed a three-year consultation on the masterplan proposals and worked to create a shared vision for the area. This is why residents have been trained and have developed key design documents to shape the regeneration proposals and this is why residents have been instrumental to the procurement process to select a development partner for High Road West. This is also why I am recommending that the Council own the replacement homes build as part of the Scheme.
- 2.2 This involvement has been crucial in ensuring that the Regeneration Scheme delivers the right outcome for existing residents and the local community in addition to supporting the Council's strategic priorities in terms of housing growth, jobs and employment and high quality social infrastructure.

Delivering the shared vision

- 2.3 Previous consultation, including the masterplan options consultation which took place in 2013 and the masterplan consultation which took place in autumn 2014, has shown that residents want comprehensive change across the High Road West Regeneration area. It has shown that residents want new high quality homes, a better mix of shops and restaurants, they want world

class community facilities including a new Library and Learning Centre, they want safe and welcoming open and play space for their children and they want more training and employment opportunities.

- 2.4 In December 2015, Cabinet noted the business case which recommended that the best delivery option for securing this comprehensive change, was to undertake a procurement exercise to find a development partner and enter into a contractual development agreement. The development agreement would ensure that the shared vision for High Road West, the new homes, the new Library and Learning Centre, the high quality public realm and new community park would all be delivered but would minimise the Council's exposure to financial and delivery risk.
- 2.5 The process to select a development partner began in May 2016. Throughout the procurement process, the Officers leading the procurement and the Resident Procurement Panel- a group of tenants and leaseholders selected by the Resident Design Panel to represent resident interests throughout the procurement process- have met and worked with bidders to shape their proposals, maximise the community, social and economic benefits and ensure that resident aspirations are met.
- 2.6 This has included the Resident Procurement Panel visiting the bidders' existing estate regeneration schemes to understand the quality of their developments, working with the bidders to ensure their proposals provide not only high quality housing, but housing which meets the bespoke needs of Love Lane residents and encouraging bidders to enhance their affordable housing offer to Love Lane resident leaseholders. It has also included pushing bidders to think creatively about how they could support businesses affected by the regeneration scheme. This for example, has resulted in creative design and significant industrial, maker and artisan space being provided within the Scheme to relocate some existing businesses, including businesses within the Peacock Industrial Estate. It has also resulted in a significant funding and resource package to support affected businesses and reinvigorate the High Road.
- 2.7 In addition, it has ensured that the estate management regime put in place to manage the whole High Road West site, including the new community parks and public spaces will be managed by a Board comprising representatives from each residential tenure, retail and commercial representatives ensuring that the community can run the estate themselves, fostering long term civic pride and community ownership.
- 2.8 The outcome of the competitive procurement process is that we have a solid preferred bidder, who has sought to respond to the residents' various documents, listened to their aspirations and has responded to the Council's requirements. As such, the preferred bidder has put forward an exciting and deliverable proposal for the High Road West area which meets our shared vision, delivers our shared outcomes, delivers the key social infrastructure

early in the development programme and continues to put residents at the heart of the regeneration scheme.

Ownership of the replacement homes

- 2.9 From the outset, Love Lane residents have been clear that their preference was for the Council to own the replacement homes. In 2014, when we agreed the 101 commitments set out in the Love Lane Resident Charter, I was clear that we would seek to test whether this was possible through the procurement process. Officers have now tested options for the final ownership of the replacement homes and have concluded that this is the best way forward.
- 2.10 The recommendations within this report set out the key decisions which will support the delivery of this world class regeneration scheme. By agreeing the recommendations, the Cabinet will be ensuring that we are one step closer to delivering the scheme and securing significant benefits for the local community.

3. Recommendations

3.1 It is recommended that Cabinet:

- i. Notes the outcome of the Competitive Dialogue Procedure under the Public Contracts Regulations 2015 as outlined in this report.
- ii. Agrees the selection of Lendlease Europe Holdings Limited (“Lendlease”) as the preferred bidder with whom the Council will enter into a Development Agreement to deliver the Scheme.
- iii. Agrees to the selection of a reserve bidder as set out in the exempt part of this report.
- iv. Agrees to proceed to the Preferred Bidder Stage (“PB Stage”) so the preferred bidder’s proposal can be refined and optimised, in particular to finalise the Development Agreement (Appendix 2, within the exempt part of this report), Compulsory Purchase Indemnity Agreement, (Appendix 3, within the exempt part of this report) the lease (Appendix 4 within the exempt part of this report) and any associated legal documentation following the preferred bidder stage.
- v. Agrees to the disposal of:
 - a. (Subject to the approval of full Council to make the application to the Secretary of State and the consent of the Secretary of State) the properties belonging to the Council and situated within the High Road West Area held within the Housing Revenue Account and listed in Section 1 of Appendix 5 of this report; and
 - b. The properties belonging to the Council situated within the High Road West Area held for planning and general fund purposes and

listed in Section 2 of Appendix 5 and any other properties belonging to the Council within the High Road West Area and shown coloured pink on the site plan attached at Appendix 1.

And that these properties be included within the Development Agreement.

- vi. Gives Delegated Authority to the s151 Officer and the Director of Regeneration, after consultation with the Cabinet Member for Housing, Regeneration and Planning, to approve the final Development Agreement, Compulsory Purchase Indemnity Agreement, the lease and any associated legal documentation following the preferred bidder stage.
- vii. Notes that if the Development Agreement and ancillary documents required to be agreed at the preferred bidder stage cannot be agreed with the preferred bidder, a further report will be brought back to Cabinet to seek permission to enter into the preferred bidder stage with the reserved bidder.
- viii. Notes and considers the results of the High Road West ownership and management of replacement homes feedback report, which can be found at Appendix 6. This includes the statutory consultation under Section 105 ("s105") of the Housing Act undertaken with secure council tenants living on the Love Lane Estate.
- ix. Agrees that the 145 replacement social rented units and 46 shared equity which will be delivered by Lendlease will be acquired by the Council for housing purposes and be held in the Housing Revenue Account and gives delegated authority to the s151 Officer and the Director of Regeneration, after consultation with the Cabinet Member for Housing, Regeneration and Planning, to approve the final terms of the option in the Development Agreement .
- x. Arrives at its decisions above having considered and had regard to the Equalities Impact Assessment (Appendix 7).

4. Reasons for decision

- 4.1 All of the recommendations detailed above will support the delivery of the High Road West Scheme. The Scheme will support the Council in delivering all of its Corporate Priorities, will address issues of deprivation which have long characterised the Northumberland Park Ward and will set a benchmark for future regeneration across the borough.

Supporting the Corporate Priorities and tackling deprivation

- 4.2 The selection of a preferred bidder is the next step in delivering the Council and local communities' vision to transform High Road West into a vibrant, attractive and sustainable new residential neighbourhood with a blend of housing and support the creation of a premier leisure destination for London, alongside the Tottenham Hotspur Football Club development.
- 4.3 Delivering this vision offers a unique opportunity to tackle the entrenched deprivation that has characterised the Northumberland Park Ward and meet the Council's Corporate Priorities:
- **Priority 1: Enable every child and young person to have the best start in life, with high quality education-** The Scheme will help ensure that children and young people have the best start in life, by providing a high quality living environment and world class community facilities, such as the new Library and Learning Centre. This will go some way in tackling the 4% (national average of 3.1%.) of 16 and 17 year olds living in the Northumberland Park Ward who are not in employment, education or training (NEET).
 - **Priority 2: Enable all adults to live healthy, long and fulfilling lives -**The Scheme will help all residents to live healthy, long and fulfilling lives by providing, and giving easy access to a range of services by delivering a healthy neighbourhood with ample public space, such as a large new community park with play and gym equipment and food growing as well as, a new public square for public events and encouraging community cohesion. All of which will seek to address the issue of life expectancy, which is demonstrably worse in the east of the borough compared to the west of the borough: on average the difference between parts of the east and parts of the west is 7 years. It will also address the obesity amongst children and the mental health challenges which are significant, and stubborn.
 - **Priority 3: A clean, well maintained and safe borough where people are proud to live and work-** The Scheme will deliver a clean, well maintained and safe welcoming environment for residents, businesses and visitors alike where people are proud to live and work. This will be delivered through high quality inclusive design, placemaking and responding to the needs of the area and community. It will be maintained by one inclusive, transparent estate management regime, that will be responsible for the management and maintenance of the high quality, affordable environment. The management regime will seek to train and support residents and businesses and community partners to once ready will be able to run the management and maintenance of the area, fostering long-term civic pride and community ownership.
 - **Priority 4: Drive growth and employment from which everyone can benefit-** Critically, the Scheme will deliver economic growth which is not only essential to residents and businesses of the borough and the wider region but also the Council. The new employment and commercial space will provide significant opportunities for training, jobs and employment and

will go some way to address unemployment (at 26%) in Northumberland Park, which is almost double the rate across the whole borough and three times the national average. The improved environment and the creation of a new leisure destination in London will bring thousands of visitors who will contribute to the local economy and support local businesses.

- **Priority 5: Create homes and communities where people choose to live and are able to thrive**-The Scheme will deliver over 2500 new high quality homes, which residents will be involved in designing, in a mix of tenures ensuring that residents' housing choice is maximised. 2500 new homes are a significant contribution to meeting the boroughs housing demand. Meeting the housing demand will lead to more and more families being able to afford a home in the borough, either to rent or buy, alleviating the current difficulties faced by local people. It will also help to drive down levels of homelessness, so fewer households find themselves in crisis, and the relieve some of the significant pressure on the council budget through increased temporary accommodation costs. The Scheme will build on the strengths of the existing local residents and businesses to create an even stronger sustainable community where people don't only live, they thrive.

Development Delivery Methodology

- 4.4 In bringing forward significant development opportunities across Tottenham and Wood Green assessments have been made in each case to ensure that appropriate delivery mechanisms are used.
- 4.5 In December 2015 a business case setting out the preferred delivery approach for the High Road West Scheme was presented to Cabinet. The business case recommended that the Scheme should be delivered through a contractual development agreement as this delivery option best met the Council's objectives and reduced exposure to risk. The Cabinet noted the business case and agreed to commence a Competitive Dialogue Procedure under the Public Contracts Regulations to procure a commercial partner to deliver the Scheme.
- 4.6 In May 2016 the procurement process was launched. Following a compliant procurement process, which has been validated by an independent auditor (Appendix 8), the preferred bidder is recommended in this report. Through the procurement process the development agreement and supporting legal documentation (explained in detail at paragraphs 6.32-6.55 below) have been developed and refined over the course of the competitive dialogue process.
- 4.7 By approving the recommendations to enter into the final stage of work with a single preferred bidder and paving the way for refining the Development Agreement, Cabinet will be taking the next vital step in unlocking the considerable growth potential of the Council's own land and meeting a number of core Council ambitions.

Ownership of the replacement homes

- 4.8 The Cabinet is being asked to make a decision on the ownership and management of the replacement homes within this report so that the Development Agreement can be finalised and thus delivery of the Scheme can progress following the conclusion of the preferred bidder stage of the procurement process. Making a decision now, will also help residents on the Love Lane Estate in making their rehousing choices.
- 4.9 The rationale for recommending that the Council acquire the replacement homes is set out in paragraphs 6.107-6.124 below.

5. Alternative options considered

Delivery approach and procurement process

- 5.1 In December 2015 Cabinet noted the business case setting out the preferred delivery approach for High Road West. That business case identified and robustly assessed three alternative options for achieving the Council's bespoke objectives for the Scheme. The options are detailed in paragraphs 6.12- 6.16 below.

Ownership and management of the replacement homes

- 5.7 The Council has carefully considered two options relating to the ownership and management of the 191 replacement homes. The two options are:
- Option 1: The preferred bidders RP partner acquires the replacement homes
 - Option 2: The Council acquires the replacement homes.

6.0 Background and summary information

Background

- 6.1 The Council has a major commitment to both housing and employment growth through the Council's Corporate Plan 'Building a Stronger Haringey together', and through its contribution to the London Plan's housing and jobs targets. The nature and scale of these ambitions are further set out in the Council's Economic Development and Growth Strategy and in the Housing Strategy. More specifically for Tottenham, the Strategic Regeneration Framework (SRF) - a landmark 20-year vision for the future - sets out the need to deliver at least 10,000 new homes and 5,000 new jobs in Tottenham over the next twenty years.

The High Road West Masterplan- Cabinet decision 2014

- 6.2 The agreement of the High Road West Masterplan, in December 2014, was a major first step in realising the Council's regeneration and growth ambitions

and meeting the targets set out in the SRF.

6.3 The Masterplan was agreed only after an extensive community engagement and consultation programme over a three-year period, please see Appendix 9 which gives further detail of the engagement which has taken place to date. Through this programme, three masterplan options were developed and consulted on and a preferred option selected. The preferred option was then developed further through engagement with the local community. Once refined, the preferred option was subject to a 6 week public consultation held in September- October 2014, which included an initial statutory s105 consultation for secure Council tenants living on the Love Lane Estate (the results of which were considered by Cabinet in December 2014). This extensive consultation and engagement has ensured that a shared vision for High Road West has been developed.

6.4 The agreed Masterplan sought to deliver:

- A minimum of 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;
- 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;
- A safe and welcoming gateway to north Tottenham through the provision of a 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;
- Improved 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;
- 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 and an improved environment.

6.5 The principles set out in the agreed Masterplan have been embedded into the Tottenham Area Action Plan – a statutory planning document which will guide future development in Tottenham. The AAP along with accompanying Local Plan documents were adopted in July 2017. The adoption of the AAP marks an important step forward in securing the delivery of the masterplan principles, as it has put in place the planning policy and guidance required to bring forward the Scheme.

6.6 At the same time as agreeing the Masterplan, the Cabinet agreed the resident guides, which set out the Council's rehousing commitments to the Love Lane residents. These guides formed part of the s105 Housing Act 1985

consultation on the masterplan proposals in September-October 2014. The commitments outlined in the guides, predate the existing and draft for consultation Estate Renewal Rehousing and Payments Policy (“ERRP”) documents. The commitments within the guides, however, meet and in some areas exceed the commitments within the ERRP. The commitments within the tenant guides included the following:

- All secure Council Tenants will:
 - Be offered a new home in the redevelopment area, with the aim of one move only;
 - Continue to pay a social rent;
 - Be offered a new home to meet their housing need- to tackle overcrowding and under-occupancy;
 - Be able to move to a council tenancy elsewhere in the Borough if they wish;
 - Be given Home Loss compensation and have the costs of the move paid
 - Be able to under-occupy by one bedroom if they are currently under occupying their property

- All resident leaseholders will:
 - Be offered market value for their home;
 - Be offered 10% of the market value as home loss compensation;
 - Be offered the opportunity to purchase a shared equity or shared ownership home in the new redevelopment;
 - Be compensated for legal, valuation and reasonable costs.

- All private Tenants will:
 - Be offered timely re-housing advice so that they are aware of all of their options.

6.7 Significant progress has been made with the rehousing of Love Lane residents, since the rehousing process commenced in December 2014. The Council has established a successful and effective Rehousing Team that offers residents much more than rehousing advice. The team offer support to residents, identify needs and vulnerabilities and sign post or refer residents to ensure they receive the support and services they require.

6.8 The Council has assured secure Council tenants that they will have a new home in the regeneration area if they wish. Despite this assurance, some residents have chosen to exercise their right to move early. 29 residents from the Love Lane Estate choose to move to Ambrose and Mallory Court within the Newlon Housing Association development, which is located in the north of the masterplan boundary. 118 tenants have exercised their choice to be rehoused elsewhere in the borough. The majority (70%) have chosen to remain in the N17 area.

6.9 The Rehousing Team do not only support tenants, they have also been working hard to engage leaseholders on the Love Lane Estate and understand their

individual financial and housing needs. To date, the Council has acquired 9 of the 85 leasehold properties and have agreed terms to acquire a further 4.

- 6.10 Following the selection of the preferred bidder the Council will be working with leaseholders to provide more detail on the leaseholder offer. This will include determining the minimum equity share percentage which resident leaseholders will need to contribute towards the acquisition of a new property in the development area. The Council will undertake a 6-week consultation with leaseholders on the offer the results of which will be considered at Cabinet later in the year.

High Road West Business Case- Cabinet Decision 2015

- 6.11 Following the agreement of the Masterplan, officers sought to determine how to deliver the Scheme. The Scheme's objectives raised a number of bespoke challenges, including substantial land assembly and large infrastructure costs which resulted in significant viability challenges for the Scheme.

- 6.12 In February 2015, Bilfinger GVA (GVA) were appointed as the Council's commercial advisors and were commissioned to work with the Council and its external legal advisors to develop a preferred delivery structure for Scheme given the bespoke challenges referred to above. This resulted in a business case being developed and presented to Cabinet in December 2015. The business case identified and robustly assessed three alternative options for achieving the Council's objectives for the Scheme. The options explored are detailed below:

- Option 1- A contractual development agreement

This structure passes development and financial risks onto the development partner and as a consequence somewhat limits the control and rewards the Council will receive. However, the contractual arrangements will protect the Council's interests and will set out how the Council can take a share in any value or profits made by the scheme.

- Option 2- A partnership development agreement

This structure enables the lead developer to deal with site preparation, planning and infrastructure to enable the development and create the 'development platform' that works alongside the Council and agrees to enable other specialist developers to participate in downstream development.

- Option 3- A joint venture entity

This structure presumes that the Council and the partner contribute land and funding and by which the JV becomes the developer with a (e.g.) 50/50 decision making and development management arrangement with the partner.

- 6.13 The business case included a financial review and a strategic review of the three options referred to above. As part of the strategic review, the options were given

scores against how well they met the Council's objectives for High Road West. The Council's objectives included ensuring the council maintained influence and control, above and beyond planning powers, to deliver the maximum possible public value. Given the viability issues of the Scheme, a key objective was to ensure that the Council did not take any direct delivery risk and ensuring the structure leveraged external forms of public funding to support viability.

6.14 The business case concluded that Option 1, a contractual development agreement was the best option for achieving the Council's objectives for High Road West. This is because this option would:

- Allow the Council to work with a single well-financed lead partner with the capacity, resources and necessary funding to drive the complex development in an expedient manner – thus minimising Council resources and cost.
- Minimise financial and delivery risk exposure to the Council, whilst also ensuring that the Council still had controls over key issues such as meeting assurances to affected residents/businesses, masterplanning and design quality, the specifications of the community facilities-replacement homes and Library and Learning Centre and some controls over the timing and delivery of the scheme.
- Present a delivery structure which was well understood and well known to the market and would attract the most amount of bidder interest
- Would expedite the masterplanning process, as bidders would need to crystallise a scheme through the procurement process.

6.15 All of which were vitally important given the scale of the Scheme, the viability challenges presented by the Scheme and the need to expedite the delivery of the Scheme following three years of consultation with the local community.

6.16 It should be noted that consideration was given as to whether Scheme should be included as part of the Haringey Delivery Vehicle (HDV). However, it was concluded that the Scheme should be delivered independently, because the Scheme was far more advanced than the other regeneration sites identified for inclusion within the HDV. After three years of consultation with the community the Scheme had a masterplan, set objectives and a clear mandate, as such, the Council was keen to accelerate delivery. Including the Scheme in the HDV may have affected the pace of delivery (the anticipated date for the bidder to be on site is 2018/19). It was also the case that Scheme had viability challenges and at the time when the Council was considering the sites to include in the HDV, Housing Zone funding to support the Scheme viability had not yet been secured. Including a site which had a significant funding gap within the HDV may have affected the overall delivery of the HDV.

Housing Zone Funding- Cabinet decision 2016

6.17 As set out in the December 2015 Cabinet, the financial model developed by GVA had shown that the Scheme had a significant funding gap due to the substantial upfront costs associated with land assembly and infrastructure. To

address the funding gap officers had engaged HM Treasury and the Greater London Authority (“GLA”) to seek public sector funding to support the Scheme.

- 6.18 In early 2016, following a successful bid to the GLA, the Council secured over £60m of Housing Zone funding to support the delivery of the Scheme. This was the largest allocation of Housing Zone funding across London. The Housing Zone Funding package included:
- Affordable Housing Grant which will ultimately be paid to the developer to ensure Affordable Housing is delivered on the site.
 - Housing Zone Grant to support the Council’s acquisition and related borrowing costs
 - Mayoral Regeneration Funding which is existing monies for the delivery of Energy and Transport infrastructure.
- 6.19 In September 2016, the Council’s Cabinet agreed to enter into an Overarching Borough Agreement with the GLA to secure the funding.

North Tottenham District Energy Network (DEN) – Cabinet Decision 2017

- 6.20 Cabinet agreed in January 2017 to a District Energy Network (DEN) for the North Tottenham area to support regeneration and carbon reduction, and to establish a Council owned Special Purpose Vehicle (SPV) and commence a procurement process to procure a DEN contractor. The DEN at North Tottenham shall include a central low-carbon energy centre which will be located within the High Road West Scheme and will deliver hot water (heat) to High Road West, Tottenham Hotspur Football Club and Northumberland Park regeneration for the space heating and hot water needs. Alongside carbon reduction and local energy generation, a DEN can also deliver wider social and economic benefits to the community.

Resident involvement

- 6.21 Since agreeing the Masterplan, the Council has kept its assurance to put residents and their aspirations at the heart of the High Road West Regeneration Scheme.
- 6.22 Throughout 2015 and 2016, the Council worked with residents and the Independent Tenant and Leaseholder Advisor (“ITLA”) for the Love Lane Estate, to create a Resident Design Panel, as was agreed in the Resident Charter. The purpose of the Design Panel was to involve residents in all design aspects of the High Road West Regeneration Scheme.
- 6.23 After an extensive programme of community consultation and research undertaken by the Resident Design Panel facilitated by the ITLA and Council officers, which included; visits to other estate regeneration schemes, specialist training in design from the Design Council/CABE and dedicated workshops in key areas, such as housing and community facilities, the Resident Design

Panel produced the High Road West Resident Design Guide (“Resident Design Guide”).

- 6.24 The purpose of the Resident Design Guide is to inform the design and development of the regeneration proposals for the High Road West area and the detailed designs for the new properties, public spaces and facilities. It builds upon the initial design principles established in the Residents Charter and articulates the design priorities for residents, drawing upon what they like and dislike about their present homes and the Love Lane Estate. It presents their design aspirations for the regeneration scheme. The document condenses the above into three broad topic headings:
- Neighbourhood Character
 - Public Realm
 - Design of Homes
- 6.25 To ensure that residents’ aspirations for the area were clear to Bidders from the outset, the Design Guide was sent to Bidders early in the procurement process- allowing Bidders to use the Design Guide to shape their proposals. As the residents have written within the document, the Resident Design Guide “exemplifies good practice in engaging a community over a sustained period on the key design issues facing any housing regeneration scheme.”
- 6.26 Members of the Resident Design Panel were elected (by other members of the Panel) to form the Love Lane Resident Procurement Panel. These members have been involved throughout the duration of the procurement process. They have met with the bidders at each stage and have provided critical feedback on their proposals.
- 6.27 They have also had the opportunity to have a tour of a current estate regeneration scheme being developed by each of the three short listed bidders. Following the conclusion of the recent s105 consultation and resident leaseholder’s consultation on the ownership and management of the replacement homes (detailed in paragraphs 6.98-6.106 below), the Procurement Panel had a dialogue session with each bidder and their Registered Provider partner and gave their feedback from the s105 and leaseholder consultation. Residents also had the opportunity to challenge and question the bidders on their approach to providing genuine affordable housing with affordable rents and service charge and on their offer to resident leaseholders.

Businesses

- 6.28 The Council engaged with businesses throughout the development of the High Road West Masterplan. As a result of this work and alongside the approval of the Masterplan, the Council committed to a Business Charter, which set out the following commitments in accordance with feedback from the businesses:

- ensure businesses are able to participate in the regeneration proposals and are fully supported throughout the process,
 - enable businesses to remain as viable as possible during the planning period and the subsequent regeneration, to enable individual traders to exercise real choice regarding their current and future options,
 - a fair and equitable valuation and compensation process,
 - endeavouring to keep the businesses and jobs within the area, or within the borough.
- 6.29 The Council has continued to engage with businesses on both an informal and formal basis throughout the procurement, with specific engagement events and activities focussed on projects such as the Tottenham Heritage Initiative, which is investing £2.25m to provide new frontages and business support for businesses in the North Tottenham Conservation Area and White Hart Lane station and public realm work engagement. Businesses have been provided with regular updates through newsletters, had access to training opportunities through the Council and in co-ordination with its partners and have had access to professional advice through the Business Property Manager.
- 6.30 The Council has recently employed the services of Retail Revival who have a successful reputation in supporting and developing businesses. They will be helping to ensure that the Council has the capacity to meet the commitments in the Residents' Charter while also helping to reinforce the economic sustainability of individual businesses and the local centre as a whole. Working with the Tottenham Traders Partnership, they will be providing training, business development advice, including access to a small grants pot, addressing vacant premises through, for instance, use of meanwhile activities from the local area and beyond and advising on initiatives which will address specific issues such as the temporary departure of Tottenham Hotspur Football Club and employment requirements in the local area.
- 6.31 Retail Revival will also be providing an essential intelligence gathering and monitoring role, which will provide the information necessary for the Council to best support the business community around High Road West. It is expected that there will be a smooth transition between this service and any service provided by the preferred bidder, by ensuring that activities are focussed on business need based on dialogue between businesses and the Council, aimed at developing a good level of trust and continuity for the business community in north Tottenham.

The procurement process

- 6.32 As previously stated, Cabinet gave approval in December 2015 to commence a Competitive Dialogue Procedure under the Public Contracts Regulations 2015. Cabinet also gave delegated authority to the Strategic Director of Regeneration, Planning and Development, after consultation with the Cabinet Member for Housing and Regeneration to agree all documentation required to support the procurement process, to also deselect bidders, in line with the evaluation criteria, throughout the procurement process and to return to

Cabinet for approval of the preferred bidder following the conclusion of the procurement process.

Launch of the procurement process and Pre-Qualification Questionnaire stage

- 6.33 The procurement process was launched by the publication of the OJEU Notice on 31^s May 2016. This publication followed the Strategic Director of Regeneration, Planning and Development, after consultation with the Cabinet Member for Housing and Regeneration, approving the procurement documents (OJEU Notice, Pre-Qualification Questionnaire with Guidance Notes and scoring matrix and Memorandum of Information) in line with the delegation granted at Cabinet.
- 6.34 To introduce bidders to the Council and the Council's aspirations and provide the details of the procurement process, a well-attended 'Bidder Day' was held on 13th June 2017 at Tottenham Town Hall.
- 6.35 The Pre-Qualification Questionnaires were returned on 11th July 2016 and evaluated in accordance with pre-determined criteria. The evaluation panel was formed of the Council's lead officers from Finance, Legal, Regeneration Housing and Library Services, together with internal and external advisers (Bilfinger GVA and Pinsent Masons) (the 'Evaluation Panel'). The evaluation process was moderated by the Council's Construction Procurement Manager. The top six bidders received an Invitation to Participate in Dialogue ('ITPD') and an Invitation to Submit Outline Solutions ('ISOS'), in accordance with the delegation.

ITPD/ISOS Stage

- 6.36 Those bidders proceeding to the ISOS stage were announced and notified on 4th August 2016 and the relevant documents were issued on 26th August 2016, following approval by the Strategic Director of Regeneration, Planning and Development in consultation with the Cabinet Member for Housing and Regeneration, in accordance with the delegation.
- 6.37 During the ISOS stage, five sessions of dialogue were held with each bidder, this included a dialogue session with the Resident Procurement Panel, which focused on masterplanning and design and a dialogue session with Tottenham Hotspur Football Club ("THFC"), which focused on crowd safety issues. Queries and clarifications were dealt with through the Council's procurement portal. Bidders then submitted their outline solutions to the Council on 25th November 2017.
- 6.38 Submissions were evaluated by the Evaluation Panel in accordance with the guidance issued at the ISOS stage. On 13th January 2017, the Strategic Director of Regeneration, Planning and Development, following consultation with the Cabinet Member for Housing and Regeneration, approved three successful bidders to proceed to the Invitation to Continue Dialogue (ITCD)

stage. On 20th January 2017, it was announced that the following three bidders had been invited to proceed to the ITCD stage:

- BDW Trading Limited (Barratt London)
- Lendlease Europe Holdings Limited
- BY Development “Linkcity” (Bouygues)

ITCD stage

- 6.39 Documentation for this stage was approved and issued on 20th February 2017, including updated draft legal documents again with the necessary approvals in accordance with the delegation.
- 6.40 The selected bidders then engaged in producing detailed solutions and draft Invitation to Submit Final Tender (‘ISFT’) questions were sent to Bidders on the 5th April 2017 to facilitate the development of the detailed solutions.
- 6.41 To ensure that the bidders were developing the best possible proposals ten dialogue sessions were held with each bidder during the ITCD stage. This included two dialogue sessions with the Resident Procurement Panel and one dialogue session with THFC which focused on crowd safety. Additional financial and sustainability dialogues were also held with the three bidders. The Resident Procurement Panel also attended a tour of a development scheme being delivered by each of the bidders. Queries and clarifications during the ITCD stage were dealt with through the procurement portal.

Final Tender Stage

- 6.42 The Invitation to Submit Final Tender (‘ISFT’) was issued on the 9th June 2017. The issue of this document brought dialogue to a close, meaning that negotiations and discussions on detailed solutions were at an end.
- 6.43 Final tenders of the detailed solutions were received from the three bidders on 30th June 2017. These were evaluated by the Evaluation Panel between the 19th July 2017 and 8th August 2017 in accordance with the evaluation methodology and criteria as set out below.
- 6.44 The Council’s Construction Procurement Manager, again performed a moderating role, and both internal and external legal advisers were in attendance when required.

Requirements of bidders

- 6.45 The detailed requirements of the final tender documents, including the evaluation methodology and criteria, are set out in the Appendix 10 in the exempt part of this report.
- 6.46 To make the final tenders as meaningful as possible, to enable effective

evaluation, and to facilitate the preferred bidder and the expedient delivery of the High Road West Regeneration Scheme, the bidders were asked to submit:

- A masterplan for the High Road West area and their approach to a design code
- A detailed socio-economic strategy- a response to the Tottenham People Priority
- A detailed proposal and cost plan for the Library and Learning Centre
- An affordable housing strategy
- A replacement homes proposal
- A phasing approach and programme
- A land assembly strategy
- An overarching estate management strategy
- A commercial strategy
- A sustainability and energy strategy

6.47 In addition each bidder was required to:

- Submit a final mark-up of all the draft legal contractual documents that had been initially prepared by the Council and its legal advisers, reflecting each bidder's positions reached during dialogue; and
- A financial offer, which included completing a financial template which had been developed by GVA

Evaluation Methodology and Criteria

6.48 The evaluation criteria is set out in Appendix 10 which is part of the exempt report. In summary the available marks for assessment are split between quality (70%) and cost (30%). The available marks for quality are split between:

- Masterplan and design (18%)
- Community, social and economic benefits (15%)
- Deliverability (17%)
- Legal structure and risk (20%)

6.49 All bids were required to achieve a minimum (or 'floor score') of 40% for each individual score under the headings above.

The preferred bidder

6.50 The recommended preferred bidder is Lendlease on the basis that this bidder received the highest overall score across all the criteria from the Evaluation Panel, and satisfied the minimum (or 'floor score') requirement across all five criteria set out above.

6.51 The key elements of the preferred bidder's proposal are:

- A depth of experience, strong team and track record of delivering similar schemes – including housing estate renewal in a London context.
- A legal and commercial structure which allows the Council to have necessary control but minimises financial and delivery risk exposure. Including a 100% indemnity for the Council's land acquisition costs.
- A high quality masterplan proposal which will deliver 2,500 new homes and 200,000 sqft of commercial space, significant green spaces for the community including a large new linear community park, a welcoming new civic square which will be an important focus of local events and activities, bringing the community together, promoting cultural activities and enhancing activity and safety at night.
- A considered and efficient phasing and delivery programme, which will see 1,300 homes in delivery by 2021 and over 2,500 homes delivered by 2027, enabling those Love Lane residents who want to remain to have one move only into a new home within the Scheme and that delivers new homes and the Library and Learning Centre all in phase 1.
- A robust site assembly strategy and significant experience in both strategic land assembly and the CPO process should this be required. Human and financial resources to work closely with the Council and all key stakeholders to develop and deliver a strategy that meets the needs of the affected residents and businesses, maximises on site relocation and unlocks the High Road West scheme.
- An inclusive, transparent single estate management regime, responsible for the management and maintenance of the high quality, affordable environment. The management regime will seek to train and support residents and businesses and community partners so that once ready, they will be able to run the management and maintenance of the area, fostering long-term civic pride and community ownership.
- Over £10m of funding for social and economic support for both businesses and residents, including a contribution of c.£8m for supporting the Tottenham People Priority overall commitments.
- A new Library and Learning Centre, which will provide a striking design centrepiece for High Road West. Delivered early for maximum community benefit, the library will deliver a significant social return on investment, supported by a sustainable business case for generations to come.
- A balanced housing strategy which delivers a mix of tenures and a robust replacement homes proposal which meets the needs of Love Lane residents.

6.52 The key commercial elements of the preferred bidder's proposal are set out in paragraph 6.93 below and in further detail in the exempt part of this report. The reasons for this information being in the exempt part of the report are set out in section 10 below.

The reserve bidder

6.53 A reserve bidder is also recommended. This bidder came second in the overall scoring. Hence, this bid is held in reserve and could be reactivated in the event

that it is not possible to reach final agreement with the preferred bidder. The reserve bidder is named in the exempt part of this report. The reasons for this information being in the exempt part of the report are set out in section 10 below.

Scoring of bids

- 6.54 All bids were scored out of 100 according to the evaluation criteria set out above. The preferred bidder scored 72.02% overall.
- 6.55 Appendix 11 in the exempt part of this report sets out the detailed scoring of bids, and therefore provides the reasons for choosing the preferred bidder over the other bidders, and for choosing the reserve bidder. The reasons for this information being in the exempt part of the report are set out in section 10 below.

Structure of the deal

- 6.56 The Council and the selected Development Partner will enter into a Development Agreement (“DA”) and a Compulsory Purchase Order Indemnity Agreement (“CPOIA”) which will set out the obligations of both parties in delivering the High Road West Regeneration Scheme and associated timescales.

Governance and Steering Group

- 6.57 To oversee the operation of the DA and CPOIA and the successful delivery of the Scheme, a Steering Group will be established following completion and signing of the DA. The Steering Group will have equal representation from both the Council and Development Partner comprising 3 members from each organisation with each organisation having one collective vote.
- 6.58 The role of the Steering Group is to make key decisions, review the progress and agree strategies pertaining to the DA and CPOIA. These strategies include the Business Plan, the Stakeholder and Resident Engagement Strategy and the Socio Economic and Skills Strategy, Marketing and Letting Strategy, the Vacant Possession Strategy and the Design Code for the Scheme. The Steering Group will also receive information and monitor the progress and financial performance of the development. This information will be provided by the Development Partner on an open book basis to ensure cost transparency and value for money.

Council control

- 6.59 As well as having a 50% say in the Steering Group decisions, a number of matters will be reserved exclusively to the Council as landowner. These include approval of the Land Premium, the Resident Rehousing Strategy, the detailed masterplan for delivery of development, the form of the planning applications for each phase prior to submission to the Council’s Planning Authority and any changes to the specification for the Energy Centre Shell, the

Library and Learning Centre and the Replacement Homes from the specification that will be annexed to the DA.

Development Agreement & Commercial Arrangements

6.60 The DA is the overarching legal document which sets out how the Scheme will be delivered and the obligations on the parties. The objectives of the Scheme are enshrined in the DA. These are the overriding project objectives which the parties intend the Scheme to achieve. Progress towards achieving the objectives will be monitored by the Steering Group. The objectives are:

- Deliver comprehensive regeneration of the Site that creates a vibrant, attractive and sustainable neighbourhood and supports the delivery of a new sports and leisure destination for London;
- 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;
- Deliver a broad mix of tenures including innovative new affordable housing products and (potentially) private rented sector in a tenure blind development;
- 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;
- 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;
- 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;
- 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;
- 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;
- Ensure that environmental sustainability is designed into the scheme addressing urban challenges such as climate change adaption, noise pollution and air quality; and
- Ensure that the Council is able to recover its costs in relation to the Scheme.

6.61 In addition to the objectives, the DA also sets out the Council's minimum 'Core Requirements' to be delivered in the Scheme, which are:

- 1,400 new high quality homes;

- 30% (by unit number) affordable housing including a total of 145 new high quality social rent homes and 46 shared equity homes;
- A minimum of:
 - 4,800 sq. m GIA of A1, A3 and A4 retail space;
 - 3,000 sq. m GIA of D2 leisure space;
 - 1,000 sq. m GIA of B1 business space;
- a new 1,400 sq. m library (GIA) and learning centre (including fit out);
- improvements to the landscape and public realm including a major new link between an enhanced White Hart Lane Station and THFC; and
- shell and core for a new energy centre sized to accommodate all necessary combined heat and power and energy plant and equipment to supply heat to the High Road West development and the wider north Tottenham area in accordance with the DEN Specification;
- Suitable infrastructure to be installed within all Units within the Site to ensure compatibility with the DEN Specification in accordance with the Secondary Network Specification

The Council's obligations and role

- 6.62 In addition to the roles outlined above, the Council will play a key role in securing the land required for delivery of the Scheme. The land within the High Road West area falls into two categories; land owned by the Council and land owned by third parties.
- 6.63 The Council's land within the High Road West Area is shown coloured pink on the Site Plan attached at Appendix 1. The properties listed in Section 1 of Appendix 5 and are held within the Housing Revenue Account. These properties are occupied by both secure tenants, as temporary accommodation and the rest of these properties are owed by leaseholders. The list in Section 1 of Appendix 5 contains information of their occupation. The properties listed Section 2 of Appendix 5 are held for planning purposes and general fund. It will be the responsibility of the Council to obtain vacant possession of these properties prior to the leases being granted in accordance with the phasing agreed in the Development Agreement. The secure tenants will be moved in accordance with the commitments set out in paragraph 6.6 of this report.
- 6.64 As mentioned in the site wide conditions below, the Council will need to seek and obtain the necessary statutory consents to dispose of land. This will include securing Secretary of State's Consent to dispose of housing land (i.e, the Love Lane Estate).
- 6.65 The Council will also have responsibility for acquiring all land currently owned by third parties and securing vacant possession of land ahead of leases being granted to the Development Partner. The Council's role in acquiring land and securing vacant possession is set out in detail in the CPOIA and is summarised in para 6.85 below. Where there are businesses these will be dealt with in accordance with the commitments set out in paragraphs 6.28 of this report.

- 6.66 For each phase the Council will prepare and provide the Development Partner with a form of lease tailored to the phase, based on the template form of lease attached to the DA.

The Development Partner's Role

- 6.67 The DA places obligations on the Development Partner in relation to the implementation and delivery of the Scheme. Its obligations include securing the necessary planning consents, constructing the development, marketing and letting the new residential and commercial properties and putting in place an estate management regime for the regeneration area. The Development Partner's role also includes delivering the replacement affordable homes for Love Lane residents, the new Library and Learning Centre and elements of the DEN. The Development Partner's obligations are guaranteed by a third party guarantor who is also a party to the DA.

Site wide and phase conditions

- 6.68 The DA contains three site wide conditions which must be satisfied before the DA becomes unconditional. These are:

- The Steering Group agreeing and adopting all of the required strategies to guide the Scheme;
- The Council obtaining the necessary Statutory Consents to dispose of the land; and
- The Development Partner securing an outline planning permission for the whole site.

- 6.69 The DA also contains a number of phase specific conditions which must be met before the land in a phase can be drawn down by the Development Partner and developed. The phase specific conditions include:

- The Pre and Post Planning Viability Conditions (for phases after phase 1 and only if the phase contains Private Sale Homes) - These conditions are satisfied when the Steering Group approves a viability assessment for the phase either pre or post planning;
- The Planning Condition - This condition will be satisfied when the Development Partner has secured planning permission for the phase free of defined unacceptable planning conditions;
- The Vacant Possession Condition - This condition will be satisfied when the Council has secured vacant possession of the land within the phase;
- the Socio Economic Output Condition - This condition will be satisfied when the Council agree that certain social and economic benefits have been delivered or are in delivery; and
- The Delivery Methodology Condition - This condition will be satisfied when the Council is satisfied that the phase can be delivered in a way which minimises disruption to the local community.

- 6.70 Once all of these conditions have been met and once the Council has agreed the Land Premium – the money it will receive for the land - the Council will grant the Development Partner a lease of the land within the relevant phase. The lease will be for a term of 250 years and will include the land within the phase that is to be developed.

Agreeing the Land Premium

- 6.71 The Land Premium will be paid to the Council by the Development Partner on the grant of each lease. A financial model will be attached to the DA and will form the basis for the calculation of each Land Premium.
- 6.72 The Land Premium for each phase (save Phase 1 which is explained in paras 6.74 and 6.745 below) will be calculated once the phase has planning permission. The financial model will be used to generate a residual land value for the phase, which if agreed by the Council will be paid as the Land Premium.
- 6.73 As the DA is structured on an open book basis, the Council will have full visibility of all of the costs and assumptions within the financial model and will be able to test and challenge their robustness.

Phase 1 Land Premium

- 6.74 Through the procurement process the Council has sought a fixed minimum Land Premium from the Development Partner for Phase 1 of the Scheme. By requesting a fixed minimum Land Premium for the first phase the Council has been able to drive value through the competitive procurement process and will have certainty as to the minimum level of the first land payment received from the Development Partner.
- 6.75 The DA will set out the minimum figure and the mechanism by which it can increase. Following planning permission having been granted for Phase 1, the financial model will be updated. If the updated financial model shows that the Residual Land Value for phase 1 is higher than the figure used to calculate the minimum Land Premium, then the Council will receive a sum based on the higher updated Residual Land Value. If the updated figure is lower than the Council will still receive the fixed minimum Land Premium. The minimum Phase 1 Land Premium on offer from the preferred bidder is contained in the exempt part of the report.

Dispute Resolution

- 6.76 The DA sets out a mechanism for the resolution of matters that cannot be agreed between the Council and the Development Partner at the Steering Group or elsewhere. The parties' first tier officers must use reasonable endeavours to resolve the matter, referring to the parties' second tier officers to do so if agreement cannot be reached.
- 6.77 If the second tier officers are also unable to agree, and the parties agree to do so, the matter is referred to an independent expert for determination. The

identity of the expert will vary depending on the nature of the matter for consideration. The expert will notify the parties of its decision.

Termination

- 6.78 The DA sets out the circumstances in which the DA can be terminated either entirely or in relation to the phase(s) on which the circumstances giving rise to the ability to terminate have arisen. These include insolvency of the Development Partner or its guarantor and material breach of the Development Partner's obligations which have not been remedied within a reasonable period of time. Before it can terminate, the Council must give notice to the Partner's approved funder who may either step in to the Development Partner's role or nominate a suitable party to do so.
- 6.79 If the DA is terminated, the Development Partner can be required to surrender leases of phases where development works have not reached a specified point, and no further phases can be drawn down.

Ensuring Value for Money

- 6.80 Ensuring that value for money is achieved by the Development Partner is important as the costs that they anticipate incurring in delivery of the Scheme will affect the Land Premium that is paid to the Council.
- 6.81 The DA requires that works related to the Scheme will be procured in line with a procurement strategy agreed at the Steering Group. This will help to ensure that value for money and social value is being driven through the supply chain and all construction/building contracts. In addition, an independent verification consultant will also be employed by the Council, at the Development Partner's expense, which will assist the Council to challenge and verify costs.
- 6.82 It is also the case that value for money will be achieved through the £10m of investment in socio-economic programmes that Lendlease will deliver over the lifetime of the Scheme, which will be captured and monitored through the DA. This key investment is likely to have a positive impact across many Council budgets due to the rise in increase economic activity, the jobs, employment and training opportunities, the funded community facilities and the health and wellbeing initiatives.

Ensuring Design Quality

- 6.83 The quality of the design through the lifetime of the Scheme has been a key priority for the Council. As such the DA includes specific mechanisms to ensure design quality. This includes the development of a Design Code, following signing of the DA. The Design Code will be agreed by the Steering Group and it will encapsulate the key principles of the Scheme to ensure that it retains quality throughout any future challenges which might arise over the duration of the scheme development. As mentioned in Para 6.59 above, the DA also ensures that the Council acting in its capacity as a landowner will be

involved in the development of each planning application and will approve the application before it is submitted to the Planning Authority.

- 6.84 The DA ensures that the Development Partner must retain their original bidder design team, until at least to the end of Phase 1, with any changes thereafter, requiring the approval of the Council.

CPOIA structure

- 6.85 Whilst it is called a CPO Indemnity Agreement, the Council will only seek to utilise its CPO powers as a last resort. The CPOIA sets out the roles and responsibilities of both parties in securing all of the land within the High Road West regeneration area for development. It also sets out who will cover land assembly costs, and how and when the Council will be repaid these costs. In addition, the document ensures that the assurances given to Love Lane residents regarding re-housing, and assurances given to businesses within the High Road West Business Charter, are adhered to.

Responsibilities for and costs of land assembly

- 6.86 Under the CPOIA the Council will acquire all the land required within the regeneration area. However, the Council will only be responsible for negotiating to acquire the land interests within the Love Lane Estate. The Development Partner will be responsible for negotiating to acquire all interests outside of the Love Lane Estate. All parties will be required to utilise the property cost estimate as a basis for making offers on property/land interests. The property cost estimate will set out the market value and compensation in line with the CPO code.
- 6.87 Whilst the Council will initially pay for all of the land interests acquired and the costs of the land assembly process (using the Housing Zone funding mentioned in Para 6.18 above), it will be reimbursed for 100% of these costs, on a phased basis over the duration of the High Road West Regeneration Scheme.
- 6.88 The indemnity for the land assembly costs will usually kick in prior to the Council incurring the costs. Repayments to the Council are though, as noted above, generally phased in accordance with the development phasing, with payments on grant of the Phase lease and afterwards. The Council will manage the cash flow implications of this by concentrating on acquisitions relating to forthcoming Phases where possible, seeking to acquire interests by way of options and through the use of a property cost estimate agreed with the Development Partner.
- 6.89 The CPOIA provides for a Land Assembly Working Group which is a forum for discussing the assembly of the land required for the Scheme between the Council and the Development Partner. It is not a decision-making body.
- 6.90 The Development Partner's obligations in the CPOIA are guaranteed by a parent company.

Use of statutory powers including CPO

- 6.91 In the event that it is not possible to acquire all interests in the relevant Phase by agreement, the Development Partner has the ability (subject to progress on certain Phase conditions under the DA) to ask the Council to consider using its powers of compulsory acquisition. The Council will consider whether to do so at the appropriate time, taking into account all the relevant statutory and policy tests including ensuring that the CPO is the last resort. If a CPO is confirmed, the CPOIA sets out the circumstances in which it may or must be implemented so as to achieve vacant possession.

Termination

- 6.92 The CPOIA can be terminated in the event that the DA is terminated, if the Development Partner becomes insolvent, or if there is a material breach of the CPOIA. In the event of termination, the obligations of the CPOIA fall away. However, where the Council has acquired land, thus paid the market value and compensation for the land, and not yet transferred land to the developer, the Council will retain the land (and will be able to sell it in the future to recover the market value element of the cost) and will be reimbursed the disturbance compensation and transaction costs elements from the Development Partner.

Overall commercial structure

- 6.93 There are several elements that come together to form the main pillar of the commercial deal with Lendlease. The principal elements include:
- A guaranteed minimum fixed payment for phase 1 (subject to abnormals)
 - A residual land value payment for each subsequent phase of development, calculated prior to each phase transfer
 - 100% indemnity to cover the Council's land assembly costs
 - Fixed developer profit rates throughout the course of development
 - 100% of finance risk carried by Lendlease
 - 50% share for the Council in any in-phase revenue overage (private sale and private rent disposals), subject to upward only in-phase build cost indices review
 - Delivery of new council facilities (incl. library learning centre and Decentralised Energy Network energy centre shell and core) at zero capital cost to the Council

- 6.94 Further details on the commercial deal are set out in the exempt part of this report.

Best consideration

- 6.95 Section 123 of the Local Government Act 1972 and Section 233 Town and Country Planning Act 1990 provides that local authorities may dispose of land as they see fit and that they must seek the best consideration reasonably obtainable ("best consideration").

6.96 The letter from the Council's commercial advisors GVA, included as part of Appendix 12 in the exempt part of this report, sets out GVA's assessment of the Council's commercial position in the commercial deal. This is partly to confirm that the Council is receiving best consideration for its assets under section 123 and Section 233.

6.97 The central conclusions within the letter are:

- The decision to appoint Lendlease was made following a thorough and detailed marketing process via Competitive Dialogue, which enabled the Council to drive the strongest possible commercial deal for itself.
- That the commercial terms agreed with Lendlease for the formation of a development partnership to deliver the regeneration of the High Road West area represent the best consideration reasonably obtainable as per s123 Local Government Act 1972 and s233 Town and Country Planning Act 1990.
- That the market value of the Council's interest if offered on the open market unfettered would be less than what Lendlease are offering (assuming a Day 1 Land Payment). It should be noted that given the presence of third party interests such a sale might be difficult to secure.

Ownership and Management of the replacement homes

6.98 As set out in the December 2014 Cabinet report, it has been the Council's ambition to own the replacement social housing and shared equity housing delivered as part of the High Road West Scheme. As also set out in the Cabinet report the Council could not make a firm commitment to this until more detail on the funding of the Scheme was known and until options on ownership and management had been further explored.

6.99 During the procurement process the Council has robustly explored with bidders the following options:

- the Council owning and managing the replacement homes; and
- a Registered Provider owning and managing the replacement homes.

6.100 The Council has also undertaken another statutory consultation pursuant to section 105 of the Housing Act 1985 with secure council tenants living on the Love Lane Estate to seek their views on the ownership and management of the replacement homes and at the same time undertook a consultation with resident leaseholders on the principles of the shared equity offer and their views on the ownership and management. Further detail on the consultation and the procurement process is detailed below.

6.101 The purpose of the consultation was to use the feedback to inform the ongoing dialogue with the three bidders involved in the procurement process to select a development partner and to help the Council's Cabinet make a decision on

the ownership of the 191 replacement homes. A detailed feedback report can be found at Appendix 6.

6.102 The consultation took place between 27th March 2017 ended on the 5th May 2017. The Council received the following responses:

- From secure council tenants there was a 51% response rate. 44 forms were received in total (2 online) from a total of 86 secure council tenants.
- From resident leaseholders there was a 36% response rate. 9 feedback forms (2 online) and one email response from a total of 28 resident leaseholders.

Feedback Summary

6.103 The feedback from secure council tenants demonstrated which statutory rights, tenancy terms and services are most important to them. As detailed in the table above this has included protecting rent levels, having secure parking and having CCTV.

6.104 The feedback from resident leaseholders has shown that they agree and or strongly agree with the principles the Council has developed for the shared equity homes and has shown that efficient and quality cleaning and refuse is the most important service to them.

6.105 The feedback was fed to the three bidders by the Resident Procurement Panel. The feedback will also be utilised to further develop the preferred bidder's proposals and the planned future engagement on services and future consultation on the detailed leasehold offer.

6.106 There is clear feedback from both secure council tenants and resident leaseholders that they would prefer the council to own the replacement housing built as part of the High Road West Regeneration Scheme.

Making a decision on ownership

6.107 Notwithstanding the results of the consultation which clearly favour council retaining ownership of the replacement homes, in making a decision the council needs to consider the bespoke nature of this particular estate renewal scheme as well as several other factors:

- The financial impact on the viability of the Scheme
- The financial impact on the Council's Housing Revenue Account and General Fund and availability of funding
- Alignment with the Council's housing strategy/objectives
- Meeting assurances given in regard to tenancy terms and statutory rights
- Resident statutory and non-statutory consultation

The financial impact on the viability of the Scheme

6.108 To help officers consider the financial impact of the two housing and management options on the viability of the Scheme, Bidders submitted two versions of a completed ISFT Financial Template. One of the templates assumed that the replacement housing is acquired by the bidders' RP partner (Option 1) and the other assumed that the Council buy back the replacement housing (Option 2). In the latter version of the Financial Template Bidders were told to assume the following values (paid 100% on practical completion of the units in question):

- £64,200 for social (target) rented properties; and
- £190,400 for shared equity properties.

6.109 The returned financial templates have shown that Option 1 provides a higher revenue contribution to the Scheme than Option 2. However, Option 2 still produces a viable and deliverable scheme and a healthy residual land value to the Council.

The financial impact on the Council's Housing Revenue Account

6.110 To help the Council to understand the implications of Option 1 and Option 2 on the Council's HRA, a specialist HRA consultant was engaged. The consultant noted that in both Option 1 and 2 there would be an impact on the HRA as there would be a net loss of rental income (due to the demolition of the existing properties) but that there will be savings in management, maintenance and depreciation costs as well as a reduction in repairs liabilities.

6.111 Apart from the above, Option 1 has no significant financial impact on the Council's HRA as there is no capital or borrowing required to acquire the new homes.

6.112 Option 2 however, has considerably more impact. The consultant reviewed and considered the capital and revenue implications of the Council acquiring the replacement homes and concluded:

- In principle, the borrowing costs can be met from the additional revenue but it will be important to develop a clear process for incorporating new stock into the current HfH fee and associated budgets.
- There will also be an initial capital cost associated with the acquisition of the shared equity stock of around £8.8m but it is assumed, that this will be met in due course from the subsequent sale to current / former leaseholders. Any additional value over and above the current valuations will be of potential benefit to the Council.

6.113 It also the case that the preferred bidder's financial proposal generates a healthy residual land value for the Council. As the HRA holds c. 30% of the land within the High Road West Scheme, it is anticipated that it will receive

30% of the residual land value generated. This can be utilised to pay down/off any initial borrowing incurred when acquiring the properties.

Alignment with the Council's housing strategy/objectives

- 6.114 The Council's housing strategy seeks to drive up the quality of housing for all residents. This includes both improving the quality and management of homes owned by the Council and by Housing Associations.
- 6.115 Under Options 1 and 2 the Council would agree the specification of the new homes and would therefore be seeking to drive up the physical quality and performance of the homes.
- 6.116 The Council would not have as much control over the management and maintenance of the homes in Option 1 as it would do in Option 2. However, a management and maintenance agreement could be agreed between the Council and the preferred bidder's RP partner, which would control both the level of performance of the management and maintenance of the properties, as well as the ongoing costs to residents.

Approach to tenancy terms and statutory rights and resident leaseholders

- 6.117 To facilitate the consideration of Options 1 and 2 on the approach to tenancy terms and statutory rights, during the procurement process bidders' RP partners were asked to confirm their approach to the Council's tenancy terms and to tenant's statutory rights. Further, as part of the Final Tender submission bidders were requested to set out their proposals to tenants and leaseholders in both options.
- 6.118 This has demonstrated that in Option 1, the existing tenancy terms and statutory rights would be protected and that the leaseholder offer would go further than the offer currently set out within the draft ERRP (including the addition of an equity share offer for properties off the new estate).
- 6.119 Option 2 would require no change in the tenancy terms and statutory rights of existing secure council tenants. The detailed leaseholder offer under this option, is still to be developed and will only be agreed following further consultation with resident leaseholders on the Love Lane Estate and following Cabinet approval of the ERRP, which will set out a minimum offer.
- 6.120 It is worth noting that in both options, as secure tenants would retain their Right to Buy, there is a risk that social housing will be lost.

Resident statutory and non-statutory consultation

- 6.121 Officers have considered the feedback of the s105 consultation undertaken with secure council tenants living on the Love Lane Estate and the feedback received from the consultation with resident leaseholders living on the Love Lane Estate on the ownership and management of the replacement homes,

which is summarised in paragraphs 6.103- 6.106 above and is detailed in Appendix 6.

6.122 The feedback from both secure council tenants and resident leaseholders is a clear preference for the Council to own the replacement housing.

Conclusion

6.123 After giving due consideration to all of the issues detailed above and having tested financial options through the procurement process, officers have found that:

- A financially viable scheme can still be delivered were the Council to exercise its option to acquire;
- Financial capacity exists within the HRA to acquire the 191 properties based on independent modelling of the HRA;
- The option to acquire fits with the Council's strategy to maximise affordable rented housing under the control of the local authority;
- Acquisition assists with meeting the guarantees made to existing tenants and there is a clear preference from the tenants themselves to retain the same landlord (the Council).

6.124 As a result, this report recommends that the council does go ahead and acquire the 191 replacement homes.

Risk

6.125 As set out in the business case considered by Cabinet in December 2015, including an assessment of the balance between control and risk (particularly the financial risk posed by this particular scheme) it was agreed that the Scheme was best delivered through a contractual Development Agreement. This method gave the Council the required level of control and responsibility. This includes control of key aspects of the development and the opportunity to share in any future additional value created through uplift in the land value from obtaining planning permission and overage arrangements but exposed the Council to the least amount of development and financial risk and the lowest ongoing revenue costs. It is accepted that in order to deliver the Scheme and its benefits the Council remains exposed to some risks. These risks are set out in Appendix 13 and can be considered in three categories:

- Procurement/JR challenge risk- There are risks associated with challenges to the Council and procurement processes.
- Delivery risks- There are some delivery risks such as the Council not securing SOS consent to dispose of housing land, the Council not securing vacant possession of land within a phase and the Council not procuring an operator for the DEN within the required timescales.

- Financial risks - There are some financial risks associated with the Scheme. For example, the Council is cash flowing the site assembly and acquisitions of third party interests utilising the Housing Zone funding and there is a risk that the Council may not recover all its costs within a phase, if the phase does not progress and in a termination scenario. There is a risk that changes to market conditions such as increased construction costs, could affect the anticipated land premiums for phases that follow phase 1.

6.126 The approach to risk management can be summarised as follows:

- The Council maintain a Council High Road West risk register, owned by the Tottenham Regeneration Programme. This is a tool which allows the Tottenham Regeneration Programme gain assurance on, and where necessary, actively manage risks.
- The Steering Group will also maintain a High Road West risk register which will monitor all risks associated with the delivery of the project.

Next Steps

Finalise Preferred Bidder Stage

6.126 The next stage of the procurement process is the Preferred Bidder stage to finalise the legal documentation with the preferred bidder in preparation for financial close. The principal activities within this stage will include the finalisation of the contract documents, the completion of the due diligence activities, such as deducing title for all of the land. A key activity within this stage will also be agreeing the transaction for the acquisition of the replacement homes. The key areas for refinement are set out in the exempt part of this report.

6.127 This report seeks Delegated Authority to the S151 Officer and the Director of Regeneration, after consultation with the Cabinet Member for Housing, Regeneration and Planning, to approve the legal documentation following the Preferred Bidder Stage.

6.128 If the Officers mentioned above cannot not agree the Development Agreement and all ancillary documents required to be agreed at the preferred bidder Stage with the preferred bidder, a further report will be brought back to Cabinet to seek permission to enter into the Preferred Bidder Stage with the reserved bidder.

Finalise strategies

6.129 Once the DA has been entered into the Council and Lendlease will work to finalise the strategies referred to in paragraph 6.58 above. These strategies will be fundamental to the delivery of the Scheme, providing direction and a tool to which the delivery can be monitored.

Design Code, planning applications and ensuring design quality

- 6.130 An early task following entering into the DA will be to develop the Design Code for the Scheme. The Design Code will be agreed by the Steering Group and will be an important tool for securing consistent high quality design throughout the Scheme.
- 6.131 The Council will also, in line with the DA, work with the preferred bidder to influence and then subsequently approve the hybrid planning application for the whole site and the detailed planning application for Phase 1.

Consultation and engagement with the community

- 6.132 The Council and Lendlease will implement the community engagement strategy which will build on, and further develop, the successful engagement that has happened to date. This will include refurbishing the Grange and transforming it into an Interactive Digital Tech Hub (IDT Hub), whilst retaining the existing services offered from the building. The IDT Hub will enable local people to engage with the regeneration project by offering them the opportunity to gain education and skills in the design and planning processes through a series of courses and qualifications delivered in partnership with a suitable learning provider.
- 6.133 Virtual reality, design software and game consoles, will offer the community the opportunity to interact with the scheme in a digital capacity, as well as access to the computerised BIM system we use to design our 'virtual' developments. This will motivate, inspire and support people by empowering them to help co-design HRW and raise their interest in digital working.

Consultation and engagement with Love Lane residents

- 6.134 Following the selection of a preferred bidder, the Council will continue to lead all consultation and engagement with Love Lane residents. The next step in engagement will be to issue a newsletter to Love Lane residents updating them on the procurement process and selection of a preferred bidder and inviting them to drop-in events where they can talk to residents about the Scheme's next steps.
- 6.135 The next 6 -9 months will see engagement focused on the phasing plan and the finer details of the replacement homes, such as the level of service and service charge for the properties and the kitchen, bathroom and colour choices which will be available to residents. The Council will also be undertaking a consultation with resident leaseholders on the Love Lane Estate on the detailed leaseholder offer.
- 6.136 Residents will be extensively engaged in the development of the planning application for the site, so they continue to have a sense of ownership in the Scheme.

Supporting local businesses

- 6.137 Lendlease have set out a robust proposal for supporting existing businesses. This includes providing 130,000ft² of commercial, retail and leisure space and providing significant opportunities to retain and relocate existing businesses within the Scheme, such as a new Maker's Yard concept which will support businesses from the existing industrial estates and foster a creative energy and entrepreneurial spirit. As a next step the Council and Lendlease will engage affected businesses to gain an understanding of their relocation requirements and engage them in the design proposals for the Scheme.
- 6.138 Lendlease will also initiate their High Road Revitalisation Programme, which will ensure businesses on the High Road benefit from specialist advice to improve their operations. This includes:
- Help with business support and grants to improve shop fronts, layouts and merchandising
 - A high street design guide to set out the principles of retail regeneration
 - Helping to improve the online presence of businesses so that they begin to have wider visibility, a less local source of sales, and draw in visitors from outside the area
 - Helping businesses to understand the essential marketing tools of social media, e.g. peer reviews and getting the attention of online influencers

Securing resources

- 6.139 To implement the DA and CPOIA the Council will need to ensure that it has the necessary resources and specialist advisors in place. This will include the following:
- Design support
 - Specialist valuation and property support
 - Specialist legal advice to support land assembly
 - Commercial support to interrogate the financial model
 - Cost consultant support to benchmark construction costs
- 6.140 Some of the resources will be paid for either directly by Lendlease or through the CPOIA, others such as design support will need to be paid for by the Council.
- 6.141 On signing the DA the Council will receive a £250k deposit from Lendlease. It is recommended that the deposit is used to secure and cash flow the required resources to deliver the Scheme.

7. Contribution to strategic outcomes

- 7.1 As set out in section 4 above, the delivery of the High Road West Scheme will support the Council in delivering all of its Corporate Priorities, as well as

supporting the progression of objectives in the London Plan to support regional growth in north London.

7.2 The regeneration at High Road West will help to enhance the area in relation to each of the Council's five priorities: -

- (i) Enable every child and young person to have the best start in life, with high quality education
- (ii) Enable all adults to live healthy, long and fulfilling lives
- (iii) A clean, well maintained and safe borough where people are proud to live and work
- (iv) Drive growth and employment from which everyone can benefit
- (v) Create homes and communities where people choose to live and are able to thrive

7.3 This is developed further through the themes and specific actions highlighted in the Tottenham Strategic Regeneration Framework, which describes as one of its actions, to "Deliver the High Road West regeneration scheme – creating a new residential neighbourhood, major leisure destination and hundreds of new jobs". The adopted Tottenham Area Action Plan DPD, identifies High Road West as "Masterplanned, comprehensive development creating a new residential neighbourhood and a new leisure destination for London. The residential led mixed-use development will include a new high quality public square and an expanded local shopping centre, as well as an uplift in the amount and quality of open space and improved community infrastructure", providing indicative quantum of development which has informed the bidders' proposals.

7.4 With the delivery of over 2,500 new homes the Scheme will in particular, be instrumental in taking forward the first objective of Priority 5, but the effect of an integrated masterplan and proposals ensure that the positive impact of this extends far beyond this into the other Corporate Priorities. The Council's requirements for bidders has focussed on ensuring that proposals provided an integrated response to the masterplan, which ensured that the design of the site provided inherent improvements to issues such as health, education and personal safety. Working in partnership with colleagues from the Council's Public Health Team, Economic and Employment Team and Highways / Sustainable Transport Teams the Council has ensured that proposals have complied with the principles of standards such as the Town and Country Planning document "Planning Healthy Weight Environments", promoted inclusive design and healthy streets principles, recognised the opportunities provided through the masterplan in promoting active travel and community activities which promote community cohesion, education and training and health benefits.

7.5 As well as this, the Council has recognised the need to support economic growth through its Economic Development and Growth Strategy. The major new leisure and commercial quarter located around Moselle Square and the new work spaces being created as part of the Scheme, will deliver an increase

in employment in the area and attract significant visitor spend ensuring that the Council meets the objectives of Priority 4.

- 7.6 The Scheme will provide ‘high street’ and business employment spaces for new and existing businesses, aimed at both reinforcing the north Tottenham Local Centre as well as providing vital local employment. The High Road West scheme will manage delivery of space within the site to optimise the potential for growth related to the scheme, while supporting local people to access education, training and employment opportunities through funded and dedicated schemes, matching local requirements.
- 7.7 This growth in the local economy will harness the opportunities provided by the new stadium, while recognising the needs of the Conservation Area and needs of the centre as a Local Centre for convenience goods and as a place for local community congregation. Based on the infrastructure of a strong masterplan and governance structure, investment into socio-economic benefits and town centre / business development will make sustainable and significant enhancements to the area.
- 7.8 The Scheme will build for sustainability, helping achieve the Council’s 40:20 goal and will be the home to the Council’s first District Energy Centre which will provide affordable energy to residents across north Tottenham.
- 7.9 In addition to the thousands of new homes and commercial space mentioned above the Scheme will see much needed investment in community infrastructure for local residents including a new Library and Learning Centre, a new public park and civic square and a new community theatre. Alongside this, funding will be made available to invest in skills support and training for local residents and there will be a construction framework that will deliver a range of benefits including a contractual obligation to pay the London Living Wage; jobs for local people; training and apprenticeships; and investment both in terms of money and time to engage with our local communities.
- 7.10 The Scheme will work towards an agreed set of socio-economic outcomes, grouped under the four impact themes below:
- (i) **Create better prospects** -This theme focuses on the connectivity between education and employment. It explores how to capture opportunities from the physical development and businesses to:
- Motivate, inspire and support people with their learning and development
 - Provide opportunities to progress to higher education and into employment
 - Address key barriers to finding and sustaining employment
- (ii) **Enable healthy and safe lives** - This theme looks at improving community safety and creating opportunities and supporting people to make choices that

improve their health and wellbeing. It explores how to capture opportunities from the physical development and how to enhance services to:

- Embed health and community safety within regeneration plans and service delivery
- Empower people to improve their own health and wellbeing, enabling people and families to participate in sport, leisure and physical activities
- Develop community-led solutions that address obesity, mental health and community safety issues and manage demand on services by focusing on prevention

(iii) **Build community capacity-** This theme underpins strands 1 and 2 by looking at ways to enable people to engage with and support the regeneration programme and to shape and access services that will improve their education, health, employment and community safety. It explores how to capture opportunities from the physical development and how to enhance services to:

- Develop local ownership and civic pride by enabling people to shape the planning, design and operations of spaces and community facilities
- Enable local people to identify the needs of their community and to work with them to co-design and co-produce services
- Connect people and organisations to a range of opportunities that support individual or organisational development and growth

7.11 The Scheme will significantly contribute to these outcomes through the delivery of its Tottenham People Priority Strategy which puts these outcomes at the heart of delivery of all aspects of the Scheme. This includes the design and construction of new homes, neighbourhood and public spaces and new community facilities. The types of uses and commercial and creative operators who will be allowed to occupy space in the Scheme and through targeted funding and interventions which will, for example, provide local residents (including young people and those furthest from the employment market) with additional support, in order to be able to take advantage of the new opportunities on offer.

7.12 The delivery of these outcomes will ensure that the Council Priorities 1-3 are supported through the delivery of the Scheme.

8. **Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

Finance

8.1 This report asks Cabinet to approve the selection of the preferred and reserve bidders, to approve the next stage of work to refine and clarify the preferred bidder's proposal and to agree the disposal of the Council's land within the High Road West Regeneration Area.

Housing Zone Funding

8.2 The Housing Zone funding was secured in the form of an Overarching Borough Agreement, which was agreed by Cabinet in September 2017. The Housing Zone funding has been critical in supporting the viability of the Scheme and allows the Council to cash flow the significant costs associated with land assembly. The Housing Zone Funding package of £62m is made up of the following:

- Affordable Housing Grant which will ultimately be paid to the developer to ensure Affordable Housing is delivered on the site.
- Housing Zone Grant to support the Council's acquisition and related borrowing costs
- Mayoral Regeneration Funding which is existing monies for the delivery of Energy and Transport infrastructure.

8.3 The Council has also been offered the opportunity to join the Group Investment Syndicate. This would allow the Council to borrow monies at a beneficial rate of interest to support cash flow at a low rate of interest.

Evaluating the Final Tenders

8.4 As part of the procurement process, the three bidders were asked to provide:

- A fixed land offer for Phase 1
- A land offer for the rest of the development site
- Fixed required returns
- Justification and evidence to support the cost and revenue assumptions, and;
- proposed percentage of Gross Development Revenue (GDR) overage committed to sharing with the Council.

Land Offers

8.5 In undertaking evaluation of the bids it is important to note that the fixed land offer for phase 1 is subject to abnormalities and that the land offer for the rest of the development site is based on forecasts and projections. The projections represent the best estimate at a point in time of what could be received and are not a fixed figure. The actual Land Premium the Council will receive will be determined on a phase basis and will be determined after the post planning viability assessment has been calculated.

Variables to be considered

8.6 The Land Premiums received on the transfer of land at each phase will be dependent on variables such as construction costs and house prices in the future which cannot be known at this point, along with other factors such as the final level of external grant received for areas like affordable housing, where bidders were asked to model on the basis of assumptions given to them by the Council, £16.2m (this figure is a minimum grant figure agreed within the Housing Zone bid), to ensure comparability of bids. In practice the actual level

of grant available over the lifetime of the Scheme will vary as Government policy and funding changes, indeed the level of affordable housing grant available per property is now higher than when the Housing Zone funding was agreed, so more funding could be made available.

8.7 It is also important to note, that the existing financial projections are based on the scheme designs and masterplans that bidders have submitted. These plans will inevitably undergo change as design, planning and the phases move through the development.

8.8 Examples of such variables would include:

- The profit level that the partner would expect from each discreet type of asset i.e. market sale, private rented sale and the affordable homes across the development or phase of development. This profit would help determine the residual land value to the Council and would influence the viability of individual phases and hence the pace of development.
- Each Phase will be independently valued at points using a residual value approach. Firstly, at the point at which initial planning is submitted for the phase i.e. a pre-planning viability test and second post planning viability test at the point of lease drawdown on the phase once all conditions precedent has been met. Between these times the value of the phase may have changed due to the activity of the Development Project, contracts being let and movements in market value.
- Funding offer and related interest rate risk as the project will last for the best part of 10 years, so any changes in funding cost i.e. LIBOR can affect the land offer from the developer.

8.9 By assessing these and other similar variables, the Council and its advisors were able to make a judgement of which bids were the most robust.

Fixed financial elements

8.10 In addition to reviewing the projected returns from the bidders the financial analysis also focused on the fixed elements of the bids from the prospective development partners, as these would be prime determinants of what final land offer would actually be received. This includes the required returns they are seeking to take from the development.

Funding strategy

8.11 The bidders were also requested to submit a funding strategy, so that there was transparency relating to the costs of financing which would inevitably be required on a scheme of this size. As set out in the exempt report, the preferred bidders funding strategy risk significantly de-risks the project from a Council position and makes the delivery of the phases and overall development more robust and at the same time removes a significant cost risk to the Council.

Land assembly costs

- 8.12 In order to enable the Scheme to be delivered the Council will need to provide vacant possession of the land in each phase before it is transferred to the preferred bidder.
- 8.13 The costs of assembling the land and securing vacant possession of the site are considerable. This cost is part of the reason the Scheme had viability challenges and why Housing Zone funding was secured to overcome these challenges and why in June 2016, a maximum budget of £98m for the necessary acquisitions was recommended by Cabinet for Council approval.
- 8.14 In addition to costs associated with purchasing all property interests and undertaking any future CPO processes, the Council will need to cash flow the other costs associated with securing vacant possession, this includes the costs of holding, securing, managing and marketing and letting (temporarily) land interests. The Council will be able to draw on its agreement with the GLA to cashflow these costs. These costs will be fully indemnified and paid by the preferred bidder.
- 8.15 As part of the procurement process bidders were asked to use figures provided by the Council to estimate the likely costs of providing vacant possession based on their specific masterplans and the amount of land they were including within their Scheme, along with predicted timescales of when the Scheme expected to draw the land down. The procurement process also sought to determine the level of reimbursement the bidders would provide the Council for these costs and the timescales for reimbursement.
- 8.16 The preferred bidder has agreed to reimburse the Council 100% of the costs of securing vacant possession. This means that whilst the Council will cash flow the vacant possession costs, 100% of the costs (even if the cost exceed the estimated costs) will be reimbursed to the Council by the preferred bidder.
- 8.17 It is expected that these estimates will be further refined at preferred bidder stage and thus the Capital Strategy should be updated at the point the HRW is established.

Accounting Treatment

- 8.18 The Council's land holdings that transfer to the preferred bidder are held in both the Housing Revenue Account i.e. Love Lane Estate and the General Fund i.e., all third party land interests acquired for planning purposes to support the delivery of the Scheme. In allocating income received from the Scheme between the General Fund and Housing Revenue Account, the Council will need to ensure it follows the appropriate Accounting regulations which will ensure both the General Fund and Housing Revenue Account are appropriately compensated for the loss of these assets.

Socio- economic financial contributions

- 8.19 The Council is also likely to benefit financially due to the socio-economic activities of the Scheme. The interventions proposed by the preferred bidder are dealt with elsewhere in this report, but can be expected to have a beneficial impact across many Council budgets and Corporate Plan objectives due to increases in economic activity, improvements in Education and Health services and wider economic growth benefits.

Tax

- 8.20 Grant Thornton, acting as our tax advisors, have reviewed the HRW documentation. Their advice goes on to suggest that there may be areas of complexity around the payment of Stamp Duty Land Tax (SDLT) on future transactions which will need to be identified for each phase with decisions about treatment at each stage.
- 8.21 This will be especially so with the land acquisition costs and the link to making a CPO. The need and timing of the CPO claim for relief is key to minimising any SDLT for the Council on initial acquisition. Whilst noting that the Council is fully indemnified by the Developer for these costs, but what will be focused on is to ensure that there is no double cost of SDLT i.e. once when the Council acquires and once when the Developer is transferred the land/asset from the Council. As any inefficiency in this process basically reduced any land value to the Council. Hence the need to focus on the CPO relief claim and treatment at each stage.
- 8.22 In terms of VAT, implications for the Council relate to the land transactions and the potential impact on the Council's VAT partial exemption (PE) threshold. It will be very important in future to ensure that the VAT implications on HRW transactions are captured and fed into the work on the PE threshold.
- 8.23 For the Library and Learning Centre the Council shall retain the land interest over the new centre, such that the Developer would only obtain a short building lease over this part of the site. As such this should not represent an acquisition by the Council and no SDLT would be charged. It is also felt that the Developer would prefer this to allow them to claim SDLT relief for the value of the construction works.
- 8.24 For the DEN project there are a number of tax matters that will again require more detailed review as the DEN project progresses, especially as a Company owned by the Council. The key issues being granting of a lease in order to lease the Energy Centre Shell back from the Developer who will have a long lease over the site, excluding the Library and Learning Centre, and this would be expected to be at no premium and for a peppercorn rent.

- 8.25 A further piece of tax review work will be procured from GT for the financial close process to set out and clarify for both Council and the HRW Developer’s proposals the latest position on the issues above.

The HRA- Love Lane Estate and ownership and management of the replacement homes

- 8.26 There are financial implications for the HRA arising from the disposal of vacant dwellings to the Development Partner and the potential impact of buying the replacement dwellings. The calculations below are based on a number of assumptions as at the time of this Cabinet report, but shall require a fuller accounting review and final calculation based on actual data at the time of transfer.

- 8.27 The financial impact of disposal of 212 vacant dwellings is a net cost of £291k per annum as summarised in the table below:

	£000
Loss of rent	948
Less: saving in HFH management fee	(102)
Less: saving in Revenue Repairs Budget	(306)
Less: saving in Depreciation	(249)
Net impact cost	291

- 8.28 The net cost of £291k can be further mitigated by a reduction in capital financing costs, revenue contributions to capital and additional savings.

- 8.29 The financial impact of buying back 145 social rented dwellings is a net annual income of £372k, please see below.

- 8.30 The capital cost of acquiring these units is estimated at £9.3m.

	£000
Rental income	648
Less: saving in HFH management fee	(70)
Less: saving in Revenue Repairs Budget	(36)
Less: saving in Depreciation	(170)
Net impact income	372

The financial impact of buying 46 Shared Equity Properties

- 8.31 In addition to the social rented stock the Council is also considering the acquisition of 46 shared equity dwellings. The development bids considered a provision of £190,400 per dwelling. It is therefore expected to be a maximum of £6.4m assuming the properties are bought with a minimum of 25% shared equity and a minimum of £2.1m if 75% equity share is applied.

- 8.32 For simplicity, capital financing costs have been excluded from the above three calculations as the Scheme will be funded from a mixture of reserves and borrowing.

Land receipt to the HRA

- 8.33 The HRA will receive a capital receipt for the Love Lane Estate, which is c. 30% of the land within the High Road West Scheme. It is anticipated that the HRA will receive 30% of the total residual land value generated for the Scheme. Noting that the guaranteed land value for Phase 1 primarily relates to HRA assets. The preferred bidders anticipated land value to the Council is set out in the exempt part of this report. Whilst the total residual land value may change over time, any receipt can be offset against the balance sheet value of the HRA assets and/or utilised to pay down/off any initial borrowing incurred when acquiring the properties.

- 8.34 In summary, the HRA will be able to fund these acquisitions using a combination of HRA reserves and borrowing where necessary. The HRA will receive a land receipt. Noting that the cost of acquiring a further 145 units is estimated at £9.3m. The cost of acquiring 45 shared equity properties based on a very conservative value for each property of £190,400 could be in the between £2.1m- £6.4m, but more detailed and accurate calculations will be required at the time of transfer. A value of c.£250,000, which could be nearer the market value with 75% equity would fully repay the cost of acquiring these properties.

Ongoing revenue costs

- 8.35 To ensure the successful implementation of the Scheme, it will need to have the necessary financial and staff resource in place.

Procurement

- 8.36 Strategic Procurement (SP) were fully engaged by the Project Lead throughout the procurement process which culminated in the submission of the final tender responses from the 3 bidders that remained in the competition.
- 8.37 SP did not participate at any stage in the dialogue on the proposed final solutions with the 3 bidders but was kept informed of progress by the Project Lead.
- 8.38 SP acted as moderator for the assessment of the final tender responses and is satisfied that the advertised award criteria was applied to select the tender that is the most economically advantageous.

Legal

- 8.39 The Assistant Director of Corporate Governance has been consulted in the preparation of this report and comments are detailed below.

- 8.40 On 15 December 2015 Cabinet agreed to the commencement of a Competitive Dialogue Procedure in accordance with the Public Contracts Regulations 2015 and the Assistant Director of Corporate Governance has been consulted throughout the procurement process and during dialogue and the lead legal officer was also on the Evaluation Panel.
- 8.41 The report seeks authority from members to select the preferred bidder and proceed to the PB stage as outlined in section 6 of this report under 'Next steps'. Members should note the matters referred to in that part of the report, and that the legal documentation (i.e. the DA and the CPOIA) will be finalised at the PB Stage provided that this does not materially modify the essential aspects of the tender or the procurement and does not risk distorting competition or causing discrimination.
- 8.42 The Council will be entering into a DA which is a conditional sale agreement with development obligations. The Council will therefore be contracting to dispose of its properties within the High Road West Regeneration area once the conditions precedents mentioned in this report have been complied with. The properties set out in Section 1 of Appendix 5 of the report are held by the Council in the Housing Revenue Account. 65 of these properties are occupied by secure tenants. The Council must rehouse these tenants and the Development Agreement ensures that they will be rehoused within a phase.
- 8.43 The Council has the authority under Section 32 of the Housing Act 1985 to dispose of the properties held in the Housing Revenue Account in any manner it wishes but must first obtain the consent of the secretary of state. However an application to the Secretary of State in respect of a disposal under Section 32 (and or Section 43 of the Housing Act 1985) must be referred to full Council for approval first. In addition, prior to making any decision to dispose the Council needed to carry out a statutory consultation in accordance with Section 105 of the Housing Act 1985. Under that section the Council must consult with the secure tenants affected on matters concerning the management, maintenance, improvement or demolition of dwelling-houses let by the authority under secure tenancies, or the provision of services or amenities in connection with such dwelling-houses. The Council has conducted the necessary statutory consultation and must now conscientiously take the results of the consultation into account in taking its decision regarding ownership and management of the replacement homes.
- 8.44 The Council also has authority to dispose of land held for planning purposes under section 233 of the Town and Country Planning Act 1990. The Council must obtain best consideration and may dispose of the land to such person, in such manner and subject to such conditions as appear to be expedient in order: (a) to secure the best use of that or other land and any buildings or works which have been, or are to be, erected, constructed or carried out on it (whether by the Council or by any other person), or (b) to secure the erection, construction or carrying out on it of any buildings or works appearing to them to be needed for the proper planning of the area of the authority. The Council

will be entering into a Development Agreement that would secure the redevelopment of the whole High Road West Area.

- 8.45 The Council also has the power under section 123 of the Local Government Act 1972 to dispose of land held under General Funds. The Council may dispose of land held by it in any manner it wishes but must obtain best consideration otherwise the consent of the secretary of state is required .
- 8.46 The report seeks authority to also acquire the replacement homes to be constructed on the High Road West Regeneration Area, the Council has authority under section 120 of the Local Government Act 1972 to acquire land by agreement for the purposes of any of its functions under the 1972 Act or any other enactment. The Council will be acquiring the replacement homes for housing purposes.

Equality

- 8.47 The Council has a public sector equality duty under the Equality Act 2010 to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity for those with “protected characteristics” and those without them
 - Foster good relations between those with “protected characteristics” and those without them.
- 8.48 The protected characteristics are: age, disability, gender reassignment pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 8.49 EqlAs were undertaken for the Cabinet decisions related to the High Road West Regeneration Scheme made at the Cabinet meetings held on 16 December 2014 and 15 December 2015 The EqlA for this decision (Appendix 7) has built on these to inform Cabinet of the likely equality implications. It has highlighted a range of implications including the following:
- Housing (such as, rehousing residents and providing a significant increase in new homes to the area)
 - Employment and Businesses (such as relocation of some existing businesses and new jobs and employment opportunities)
 - Healthy and safer communities (such as creating new public spaces, parks, community buildings)
- 8.50 These will impact on all protected groups in some way, but in particular older people, younger people, women, BAME communities, disabled people and people of different faiths or religions.
- 8.51 Mitigating actions have been identified in the EqlA to minimise the negative impacts of this decision, where this has been possible. This will help achieve

wider socio-economic benefits for the local community, as well as meet the housing needs in Haringey, as identified in the Housing Strategy EqIA.

- 8.52 The selected preferred partner will work with residents to develop a Design Code to ensure that properties are designed to the highest possible standard.
- 8.53 In the selection of a preferred partner, the Council have undergone standard equality and diversity requirements in order to prevent any harassment, victimisation or discrimination based upon the protected characteristics. This includes the business support service.
- 8.54 The selection of the partner will include a new Library and Learning Centre which will have particular benefits for the local community in regards to education and job opportunities. Consideration will be needed to ensure it is fully accessible.

9. Use of Appendices

9.1 The table below details the appendices relevant to this report:

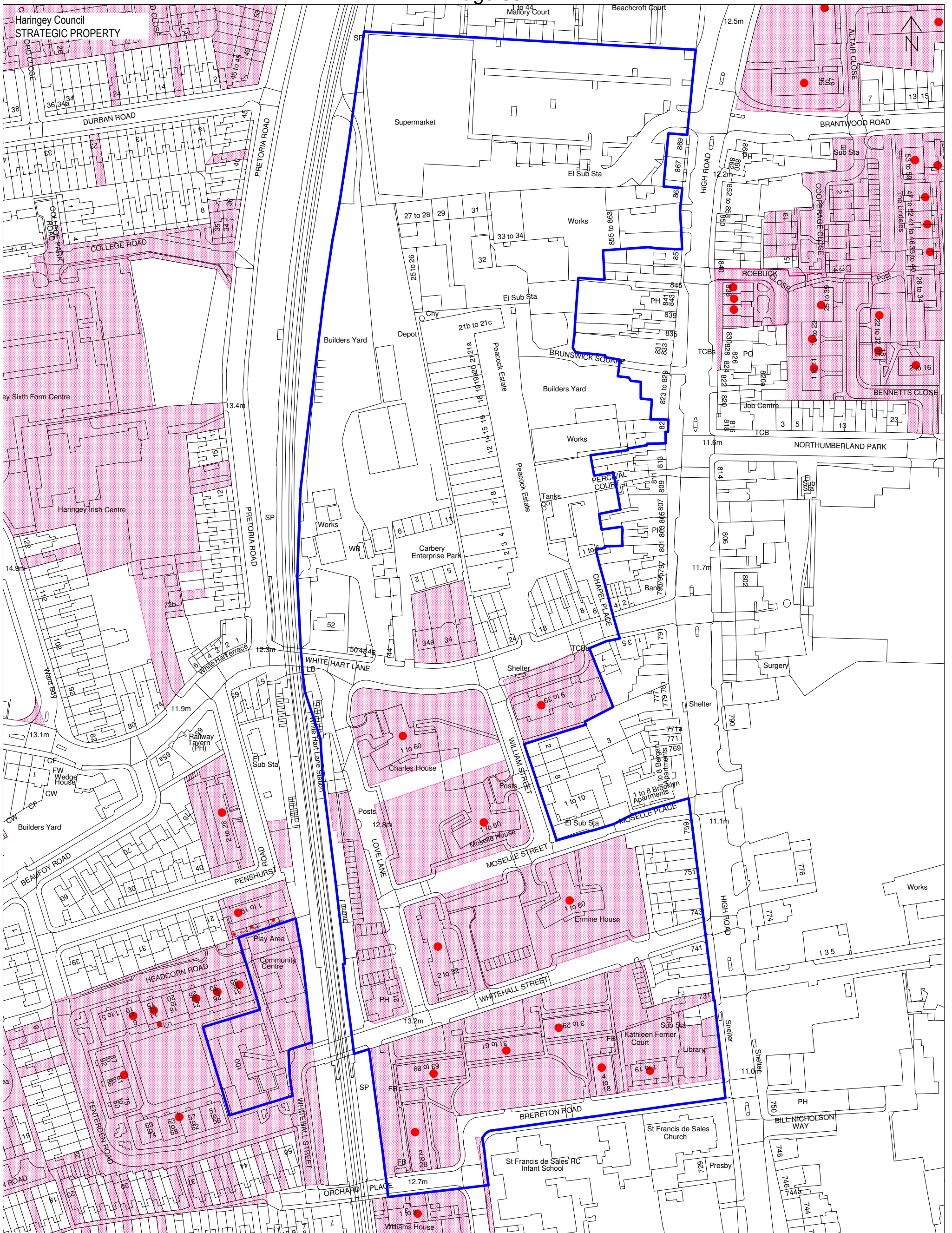
Appendix	Document
Appendix 1	High Road West Site Plan
Appendix 2	Draft Development Agreement- EXEMPT
Appendix 3	Draft CPOIA - EXEMPT
Appendix 4	Draft Lease- EXEMPT
Appendix 5	List of properties to be disposed
Appendix 6	High Road West ownership and management of replacement homes consultation feedback report
Appendix 7	Equalities Impact Assessment
Appendix 8	Grant Thornton independent procurement review letter
Appendix 9	High Road West Engagement Log
Appendix 10	Final Tender – EXEMPT
Appendix 11	Bidders' scores- EXEMPT
Appendix 12	GVA Best Consideration Letter - EXEMPT
Appendix 13	Risk Assessment

10. Local Government (Access to Information) Act 1985

10.1 Background Papers:

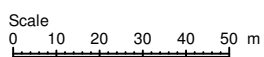
- 13th September 2016 Cabinet Report- Tottenham Housing Zone Phase 2- North Tottenham
- 15th December 2015 Cabinet Report- High Road West Regeneration Scheme Update and Next Steps
- 16th December 2014 Cabinet Report- High Road West Regeneration Scheme- Masterplan and Next Steps
- 15th July 2014 Cabinet Report- High Road West Regeneration Scheme Consultation.

- 28th November 2013- High Road West Regeneration Project - Master Plan Option Consultation Feedback and Next Steps.



This product includes mapping data licensed from Ordnance Survey with the permission of the Controller of Her Majesty's Stationery Office. © Crown Copyright 2017 LBH. All rights reserved. Licence number 100019199

**HARINGEY COUNCIL OWNERSHIP in vicinity of
HIGH ROAD WEST**



- Shaded pink - Haringey Council freehold ownership.
- Shaded green - Haringey Council leasehold ownership
- Red dot - Over 21yr lease out
- Green dot - Over 21yr lease in
- Shaded brown - Other Council interest (right of way, held in trust etc.)
- Hatched grey - Query

Blue verging - High Road West boundary

Overlay : PropTerLive + RegenJAD
Plan produced by Janice Dabinett on 30/08/2017

Scale 1:1750@A3
BVES Drawing No. BVES A3 misc.

This page is intentionally left blank

Appendix 5: OWNERSHIP OF PROPERTIES FOR INCLUSION IN HIGH ROAD WEST**SECTION 1 – HRA PROPERTIES**

Composition of homes on the Love Lane estate (August 2017) is summarised as follows and represent HRA ownership in relation to the High Road West scheme. Properties in the General Fund and acquired for Planning purposes are included in section 2 below. Reference numbers refer to the Land Referencing plan at the end of this appendix.

Composition of Homes by ownership / tenure

Resident Leaseholder	31
Non-resident leaseholder	45
Secure tenant	65
Temporary Accommodation (Council owned)	156
TOTAL	297

In addition to this, the HRA portfolio includes the following properties within the High Road West scheme.

- Coombes Croft Library
- Car parking including garages adjacent to 3 Whitehall Street
- Love Lane estate 'grounds'
- British Queen PH and adjoining residential unit at 21 Love Lane
- Southern edge of garages on Love Lane (that area of garages not already approved for transfer as part of White Hart Lane station)

Homes and other HRA land is included below, with a detailed breakdown of units by tenure included below this.

LB Haringey land included in referencing for the High Road West Scheme– excluding public highway

Plot No	Description in land referencing schedule	Current Use	Statutory powers under which land held	Consultation
97	Residential premises (9 to 39 (odd) White Hart Lane) part of:- (Title Number: MX321986)	16 flats (tenants and long lessees)	HRA – residential block	2015 Masterplan including s105. 2017 Ownership including s.105
117	Residential premises (Charles House, Love Lane) part of:- (Title Number: MX321986)	60 flats (tenants and long lessees))	HRA – residential block + amenity land	2015 Masterplan including s105. 2017 Ownership including s.105
119	Residential premises (Moselle House, 1 to 60 Moselle Street) part of:- (Title Number: MX321986)	60 flats (tenants and long lessees)	HRA – residential block	2015 Masterplan including s105. 2017 Ownership including s.105
121	Land, residential premises, (2 -32 (even) Whitehall Street and Ermine House) part of:- (Title Numbers: NGL224482 & MX321986)	76 flats (tenants and long lessees))	HRA – residential block + amenity land	2015 Masterplan including s105. 2017 Ownership including s.105

138	Coombes Croft Library and residential premises (1 to 19 Kathleen Ferrier Court, Brereton Road) <i>(Title Number: NGL224482)</i>	Library & 19 flats (tenants and long lessees)	HRA	2015 Masterplan including s105. 2017 Ownership including s.105
139	Residential premises (4 to 18 (even) Brereton Road) <i>(Title Number: MX227110)</i>	9 flats (tenants and long lessees)	HRA	2015 Masterplan including s105. 2017 Ownership including s.105
140	Land (west of 4- 18 (even) Brereton Road and south of 31 to 61 Whitehall Street) <i>(Title Numbers: MX412906; MX410474; MX338406; MX282512; MX27965 & MX467646)</i>		HRA	2015 Masterplan including s105. 2017 Ownership including s.105
143	Car park, pathways and residential premises (2 to 28 (even) Orchard Place and part of 63 to 89 (odd) Whitehall Street) <i>(Title Numbers: AGL158913 & MX219994)</i>	Car Park & 28 flats (tenants and long lessees, including Newlon Housing Trust)	HRA	2015 Masterplan including s105. 2017 Ownership including s.105
144	Access way, car park and footbridge (west of 2 to 28 (even) Orchard Place) <i>(Title Number: MX475360)</i>		HRA	2015 Masterplan including s105.

145	Land and car park (west of 2 to 28 (even) Orchard Place) <i>(Title Number: MX479263)</i>		HRA	2015 Masterplan including s105.
147	Car park and land (north of 63 to 89 (odd) Whitehall Street) <i>(Title Number: NGL30731)</i>		HRA	2015 Masterplan including s105.
151	Footway and part of residential premises (63 to 89 (odd) Whitehall Street) <i>(Title Number: NGL224482)</i>	(residential part =plot 143)	HRA	2015 Masterplan including s105. 2017 Ownership including s.105
152	Footway and residential premises (3 to 61 (odd) Whitehall Street) <i>(Title Number: MX467643)</i>	30 flats (tenants and long lessees)	HRA	2015 Masterplan including s105. 2017 Ownership including s.105
153	Garages (east side 3 Whitehall Street) <i>(Title Number: MX471871)</i>		HRA	2015 Masterplan including s105.
157	Land, garages and residential premises (21 Love Lane) <i>(Title Number: MX321986)</i>	Public House Residential	HRA	2015 Masterplan including s105. 2017 Ownership including s.105

172	Access way and private car parking spaces (31 Headcorn Road) <i>(Title Number: MX34149)</i>		HRA	2015 Masterplan including s105.
-----	--	--	-----	---------------------------------

Breakdown of Units on Love Lane Estate

The breakdown of these ownership / tenures is indicated below, with individual properties shown.

RESIDENT LEASEHOLDERS

12 Brereton Road	London	N17 8BY	Leaseholder	YES
18 Brereton Road	London	N17 8BY	Leaseholder	YES
10 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	Leaseholder	YES
14 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	Leaseholder	YES
15 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	Leaseholder	YES
18 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	Leaseholder	YES
7 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	Leaseholder	YES
4 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	Leaseholder	YES
47 Ermine House, Moselle Street	London	N17 8DE	Leaseholder	YES
18 Ermine House, Moselle Street	London	N17 8DE	Leaseholder	YES
30 Ermine House, Moselle Street	London	N17 8DE	Leaseholder	YES
6 Orchard Place	London	N17 8BH	Leaseholder	YES
12 Orchard Place	London	N17 8BH	Leaseholder	YES
14 Orchard Place	London	N17 8BH	Leaseholder	YES
16 Orchard Place	London	N17 8BH	Leaseholder	YES
28 Orchard Place	London	N17 8BH	Leaseholder	YES
27 White Hart Lane	Tottenham, London	N17 8DU	Leaseholder	YES
29 White Hart Lane	Tottenham, London	N17 8DU	Leaseholder	YES
31 White Hart Lane	Tottenham, London	N17 8DU	Leaseholder	YES
4 Whitehall Street	London	N17 8BP	Leaseholder	YES
11 Whitehall Street	London	N17 8BP	Leaseholder	YES
31 Whitehall Street	London	N17 8BP	Leaseholder	YES
39 Whitehall Street	London	N17 8BP	Leaseholder	YES
43 Whitehall Street	London	N17 8BP	Leaseholder	YES
63 Whitehall Street	London	N17 8BP	Leaseholder	YES
77 Whitehall Street	London	N17 8BP	Leaseholder	YES
85 Whitehall Street	London	N17 8BP	Leaseholder	YES
3 Moselle House, William Street	London	N17 8DD	Leaseholder	YES
33 Moselle House, William Street	London	N17 8DD	Leaseholder	YES
51 Moselle House, William Street	London	N17 8DD	Leaseholder	YES
60 Moselle House, William Street	London	N17 8DD	Leaseholder	YES

NON-RESIDENT LEASEHOLDERS

4 Brereton Road	London	N17 8BY	Leaseholder	NO
6 Brereton Road	London	N17 8BY	Leaseholder	NO
10 Brereton Road	London	N17 8DA	Leaseholder	NO
13 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	Leaseholder	NO
8 Kathleen Ferrier Court, Brereton Road	Tottenham, London	N17 8BY	Leaseholder	NO
6 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	Leaseholder	NO
1 Charles House, Love Lane	London	N17 8DB	Leaseholder	NO
11 Charles House, Love Lane	London	N17 8DB	Leaseholder	NO
19 Charles House, Love Lane	London	N17 8DB	Leaseholder	NO
30 Charles House, Love Lane	London	N17 8DB	Leaseholder	NO
32 Charles House, Love Lane	London	N17 8DB	Leaseholder	NO
37 Charles House, Love Lane	London	N17 8DB	Leaseholder	NO
21 Charles House, Love Lane	Tottenham, London	N17 8DB	Leaseholder	NO
3 Ermine House, Moselle Street	Tottenham, London	N17 8DE	Leaseholder	NO
15 Ermine House, Moselle Street	London	N17 8DE	Leaseholder	NO
17 Ermine House, Moselle Street	London	N17 8DE	Leaseholder	NO
24 Ermine House, Moselle Street	London	N17 8DE	Leaseholder	NO
4 Orchard Place	London	N17 8BH	Leaseholder	NO
10 Orchard Place	London	N17 8BH	Leaseholder	NO
24 Orchard Place	London	N17 8BH	Leaseholder	NO
26 Orchard Place	London	N17 8BH	Leaseholder	NO
15 White Hart Lane	Tottenham, London	N17 8DU	Leaseholder	NO
21 White Hart Lane	Tottenham, London	N17 8DU	Leaseholder	NO
23 White Hart Lane	Tottenham, London	N17 8DU	Leaseholder	NO
87 Whitehall Street	Tottenham, London	N17 8BP	Leaseholder	NO
19 White Hart Lane	Tottenham, London	N17 8DU	Leaseholder	NO
2 Whitehall Street	London	N17 8BP	Leaseholder	NO
3 Whitehall Street	London	N17 8BP	Leaseholder	NO
7 Whitehall Street	London	N17 8BP	Leaseholder	NO
10 Whitehall Street	London	N17 8BP	Leaseholder	NO
13 Whitehall Street	London	N17 8BP	Leaseholder	NO
14 Whitehall Street	London	N17 8BP	Leaseholder	NO

15 Whitehall Street	London	N17 8BP	Leaseholder	NO
16 Whitehall Street	London	N17 8BP	Leaseholder	NO
17 Whitehall Street	Tottenham, London	N17 8BP	Leaseholder	NO
18 Whitehall Street	London	N17 8BP	Leaseholder	NO
27 Whitehall Street	London	N17 8BP	Leaseholder	NO
30 Whitehall Street	London	N17 8BP	Leaseholder	NO
51 Whitehall Street	London	N17 8BP	Leaseholder	NO
57 Whitehall Street	London	N17 8BP	Leaseholder	NO
61 Whitehall Street	London	N17 8BP	Leaseholder	NO
67 Whitehall Street	London	N17 8BP	Leaseholder	NO
81 Whitehall Street	London	N17 8BP	Leaseholder	NO
42 Moselle House, William Street	Tottenham, London	N17 8DD	Leaseholder	NO
39 Moselle House, William Street	London	N17 8DD	Leaseholder	NO

SECURE COUNCIL TENANTS

16 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	Council tenant
18 Charles House, Love Lane	London	N17 8DB	Council tenant
24 Charles House, Love Lane	London	N17 8DB	Council tenant
8 Charles House, Love Lane	London	N17 8DB	Council tenant
15 Moselle House, William Street	London	N17 8DD	Council tenant
19 Moselle House, William Street	London	N17 8DD	Council tenant
21 Moselle House, William Street	London	N17 8DD	Council tenant
33 White Hart Lane	Tottenham, London	N17 8DU	Council tenant
31 Moselle House, William Street	London	N17 8DD	Council tenant
23 Moselle House, William Street	London	N17 8DD	Council tenant
14 Moselle House, William Street	London	N17 8DD	Council tenant
36 Charles House, Love Lane	London	N17 8DB	Council tenant
22 Charles House, Love Lane	London	N17 8DB	Council tenant
58 Moselle House, William Street	London	N17 8DD	Council tenant
6 Charles House, Love Lane	London	N17 8DB	Council tenant

49 Charles House, Love Lane	London	N17 8DB	Council tenant
13 Moselle House, William Street	London	N17 8DD	Council tenant
56 Charles House, Love Lane	London	N17 8DB	Council tenant
31 Charles House, Love Lane	London	N17 8DB	Council tenant
38 Charles House, Love Lane	London	N17 8DB	Council tenant
35 White Hart Lane	Tottenham, London	N17 8DU	Council tenant
25 Charles House, Love Lane	London	N17 8DB	Council tenant
43 Charles House, Love Lane	London	N17 8DB	Council tenant
43 Moselle House, William Street	London	N17 8DD	Council tenant
2 Moselle House, William Street	London	N17 8DD	Council tenant
54 Charles House, Love Lane	London	N17 8DB	Council tenant
12 Moselle House, William Street	London	N17 8DD	Council tenant
35 Moselle House, William Street	London	N17 8DD	Council tenant
51 Charles House, Love Lane	London	N17 8DB	Council tenant
60 Charles House, Love Lane	London	N17 8DB	Council tenant
43 Ermine House, Moselle Street	London	N17 8DE	Council tenant
44 Ermine House, Moselle Street	London	N17 8DE	Council tenant
45 Ermine House, Moselle Street	London	N17 8DE	Council tenant
48 Ermine House, Moselle Street	London	N17 8DE	Council tenant
50 Ermine House, Moselle Street	London	N17 8DE	Council tenant
10 Ermine House, Moselle Street	London	N17 8DE	Council tenant
14 Ermine House, Moselle Street	London	N17 8DE	Council tenant
27 Ermine House, Moselle Street	London	N17 8DE	Council tenant
1 Ermine House, Moselle Street	London	N17 8DE	Council tenant
40 Ermine House, Moselle Street	London	N17 8DE	Council tenant
56 Ermine House, Moselle Street	London	N17 8DE	Council tenant
22 Orchard Place	London	N17 8BH	Council tenant
9 White Hart Lane	Tottenham, London	N17 8DU	Council tenant
35 Charles House, Love Lane	London	N17 8DB	Council tenant
58 Charles House, Love Lane	London	N17 8DB	Council tenant

29 Whitehall Street	London	N17 8BP	Council tenant
45 Whitehall Street	London	N17 8BP	Council tenant
49 Whitehall Street	London	N17 8BP	Council tenant
75 Whitehall Street	London	N17 8BP	Council tenant
52 Moselle House, William Street	London	N17 8DD	Council tenant
41 Charles House, Love Lane	London	N17 8DB	Council tenant
6 Moselle House, William Street	London	N17 8DD	Council tenant
30 Moselle House, William Street	London	N17 8DD	Council tenant
40 Moselle House, William Street	London	N17 8DD	Council tenant
53 Charles House, Love Lane	London	N17 8DB	Council tenant
20 Moselle House, William Street	London	N17 8DD	Council tenant
44 Moselle House, William Street	London	N17 8DD	Council tenant
10 Charles House, Love Lane	London	N17 8DB	Council tenant
17 Moselle House, William Street	London	N17 8DD	Council tenant
26 Charles House, Love Lane	London	N17 8DB	Council tenant
3 Charles House, Love Lane	London	N17 8DB	Council tenant
47 Charles House, Love Lane	London	N17 8DB	Council tenant
2 Charles House, Love Lane	London	N17 8DB	Council tenant
9 Moselle House, William Street	London	N17 8DD	Council tenant
33 Charles House, Love Lane	London	N17 8DB	Council tenant

COUNCIL TEMPORARY ACCOMMODATION TENANTS

8 Brereton Road	London	N17 8BY	TA tenant
14 Brereton Road	London	N17 8BY	TA tenant
16 Brereton Road	London	N17 8DA	TA tenant
11 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	TA tenant
12 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	TA tenant
17 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	TA tenant

19 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	TA tenant
9 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	TA tenant
5 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	TA tenant
3 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	TA tenant
2 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	TA tenant
1 Kathleen Ferrier Court, Brereton Road	London	N17 8BY	TA tenant
56 Moselle House, William Street	London	N17 8DD	TA tenant
7 Charles House, Love Lane	London	N17 8DB	TA tenant
13 Charles House, Love Lane	London	N17 8DB	TA tenant
8 Moselle House, William Street	London	N17 8DD	TA tenant
14 Charles House, Love Lane	London	N17 8DB	TA tenant
16 Charles House, Love Lane	London	N17 8DB	TA tenant
37 White Hart Lane	Tottenham, London	N17 8DU	TA tenant
27 Charles House, Love Lane	London	N17 8DB	TA tenant
28 Charles House, Love Lane	London	N17 8DB	TA tenant
34 Charles House, Love Lane	London	N17 8DB	TA tenant
41 Moselle House, William Street	London	N17 8DD	TA tenant
44 Charles House, Love Lane	London	N17 8DB	TA tenant
46 Charles House, Love Lane	London	N17 8DB	TA tenant
59 Moselle House, William Street	London	N17 8DD	TA tenant
52 Charles House, Love Lane	London	N17 8DB	TA tenant
50 Charles House, Love Lane	London	N17 8DB	TA tenant
12 Charles House, Love Lane	London	N17 8DB	TA tenant
38 Moselle House, William Street	London	N17 8DD	TA tenant
11 Moselle House, William Street	London	N17 8DD	TA tenant
55 Charles House, Love Lane	London	N17 8DB	TA tenant
45 Charles House, Love Lane	London	N17 8DB	TA tenant
28 Moselle House, William Street	London	N17 8DD	TA tenant
59 Charles House, Love Lane	London	N17 8DB	TA tenant
55 Moselle House, William Street	London	N17 8DD	TA tenant
19 Ermine House, Moselle Street	London	N17 8DE	TA tenant
23 Ermine House, Moselle Street	London	N17 8DE	TA tenant
7 Ermine House, Moselle Street	London	N17 8DE	TA tenant
41 Ermine House, Moselle Street	London	N17 8DE	TA tenant
46 Ermine House, Moselle Street	London	N17 8DE	TA tenant
49 Ermine House, Moselle Street	London	N17 8DE	TA tenant
51 Ermine House, Moselle Street	London	N17 8DE	TA tenant
52 Ermine House, Moselle Street	London	N17 8DE	TA tenant
53 Ermine House, Moselle Street	London	N17 8DE	TA tenant

54 Ermine House, Moselle Street	London	N17 8DE	TA tenant
55 Ermine House, Moselle Street	London	N17 8DE	TA tenant
57 Ermine House, Moselle Street	London	N17 8DE	TA tenant
58 Ermine House, Moselle Street	London	N17 8DE	TA tenant
59 Ermine House, Moselle Street	London	N17 8DE	TA tenant
60 Ermine House, Moselle Street	London	N17 8DE	TA tenant
2 Ermine House, Moselle Street	London	N17 8DE	TA tenant
4 Ermine House, Moselle Street	London	N17 8DE	TA tenant
5 Ermine House, Moselle Street	London	N17 8DE	TA tenant
6 Ermine House, Moselle Street	London	N17 8DE	TA tenant
8 Ermine House, Moselle Street	London	N17 8DE	TA tenant
9 Ermine House, Moselle Street	London	N17 8DE	TA tenant
11 Ermine House, Moselle Street	London	N17 8DE	TA tenant
12 Ermine House, Moselle Street	London	N17 8DE	TA tenant
13 Ermine House, Moselle Street	London	N17 8DE	TA tenant
16 Ermine House, Moselle Street	London	N17 8DE	TA tenant
20 Ermine House, Moselle Street	London	N17 8DE	TA tenant
21 Ermine House, Moselle Street	London	N17 8DE	TA tenant
22 Ermine House, Moselle Street	London	N17 8DE	TA tenant
25 Ermine House, Moselle Street	London	N17 8DE	TA tenant
26 Ermine House, Moselle Street	London	N17 8DE	TA tenant
28 Ermine House, Moselle Street	London	N17 8DE	TA tenant
29 Ermine House, Moselle Street	London	N17 8DE	TA tenant
31 Ermine House, Moselle Street	London	N17 8DE	TA tenant
32 Ermine House, Moselle Street	London	N17 8DE	TA tenant
33 Ermine House, Moselle Street	London	N17 8DE	TA tenant
34 Ermine House, Moselle Street	London	N17 8DE	TA tenant
35 Ermine House, Moselle Street	London	N17 8DE	TA tenant
36 Ermine House, Moselle Street	London	N17 8DE	TA tenant
37 Ermine House, Moselle Street	London	N17 8DE	TA tenant
42 Ermine House, Moselle Street	London	N17 8DE	TA tenant
38 Ermine House, Moselle Street	London	N17 8DE	TA tenant
39 Ermine House, Moselle Street	London	N17 8DE	TA tenant
2 Orchard Place	London	N17 8BH	TA tenant
8 Orchard Place	London	N17 8BH	TA tenant
18 Orchard Place	London	N17 8BH	TA tenant
20 Orchard Place	London	N17 8BH	TA tenant
11 White Hart Lane	Tottenham, London	N17 8DU	TA tenant
13 White Hart Lane	Tottenham, London	N17 8DU	TA tenant
17 White Hart Lane	Tottenham, London	N17 8DU	TA tenant
25 Moselle House, William Street	London	N17 8DD	TA tenant
47 Moselle House, William Street	London	N17 8DD	TA tenant

25 White Hart Lane	Tottenham, London	N17 8DU	TA tenant
45 Moselle House, William Street	London	N17 8DD	TA tenant
1 Moselle House, William Street	London	N17 8DD	TA tenant
7 Moselle House, William Street	London	N17 8DD	TA tenant
16 Moselle House, William Street	London	N17 8DD	TA tenant
54 Moselle House, William Street	London	N17 8DD	TA tenant
26 Moselle House, William Street	London	N17 8DD	TA tenant
32 Moselle House, William Street	London	N17 8DD	TA tenant
48 Moselle House, William Street	London	N17 8DD	TA tenant
49 Moselle House, William Street	London	N17 8DD	TA tenant
18 Moselle House, William Street	London	N17 8DD	TA tenant
5 Whitehall Street	London	N17 8BP	TA tenant
6 Whitehall Street	London	N17 8BP	TA tenant
8 Whitehall Street	Tottenham, London	N17 8BP	TA tenant
9 Whitehall Street	London	N17 8BP	TA tenant
12 Whitehall Street	London	N17 8BP	TA tenant
19 Whitehall Street	London	N17 8BP	TA tenant
20 Whitehall Street	London	N17 8BP	TA tenant
21 Whitehall Street	London	N17 8BP	TA tenant
22 Whitehall Street	London	N17 8BP	TA tenant
23 Whitehall Street	London	N17 8BP	TA tenant
24 Whitehall Street	London	N17 8BP	TA tenant
25 Whitehall Street	London	N17 8BP	TA tenant
26 Whitehall Street	London	N17 8BP	TA tenant
28 Whitehall Street	London	N17 8BP	TA tenant
32 Whitehall Street	London	N17 8BP	TA tenant
33 Whitehall Street	London	N17 8BP	TA tenant
35 Whitehall Street	London	N17 8BP	TA tenant
37 Whitehall Street	London	N17 8BP	TA tenant
41 Whitehall Street	London	N17 8BP	TA tenant
47 Whitehall Street	London	N17 8BP	TA tenant
53 Whitehall Street	London	N17 8BP	TA tenant
55 Whitehall Street	London	N17 8BP	TA tenant
59 Whitehall Street	London	N17 8BP	TA tenant
65 Whitehall Street	London	N17 8BP	TA tenant
69 Whitehall Street	London	N17 8BP	TA tenant
71 Whitehall Street	London	N17 8BP	TA tenant
73 Whitehall Street	London	N17 8BP	TA tenant
79 Whitehall Street	London	N17 8BP	TA tenant
83 Whitehall Street	London	N17 8BP	TA tenant
89 Whitehall Street	London	N17 8BP	TA tenant
20 Charles House, Love Lane	London	N17 8DB	TA tenant
23 Charles House, Love Lane	London	N17 8DB	TA tenant

40 Charles House, Love Lane	London	N17 8DB	TA tenant
34 Moselle House, William Street	London	N17 8DD	TA tenant
53 Moselle House, William Street	London	N17 8DD	TA tenant
4 Moselle House, William Street	London	N17 8DD	TA tenant
46 Moselle House, William Street	London	N17 8DD	TA tenant
15 Charles House, Love Lane	London	N17 8DB	TA tenant
29 Moselle House, William Street	London	N17 8DD	TA tenant
5 Moselle House, William Street	London	N17 8DD	TA tenant
39 Charles House, Love Lane	London	N17 8DB	TA tenant
57 Charles House, Love Lane	London	N17 8DB	TA tenant
22 Moselle House, William Street	London	N17 8DD	TA tenant
10 Moselle House, William Street	London	N17 8DD	TA tenant
24 Moselle House, William Street	London	N17 8DD	TA tenant
27 Moselle House, William Street	Tottenham, London	N17 8DD	TA tenant
5 Charles House, Love Lane	London	N17 8DB	TA tenant
48 Charles House, Love Lane	London	N17 8DB	TA tenant
42 Charles House, Love Lane	London	N17 8DB	TA tenant
17 Charles House, Love Lane	London	N17 8DB	TA tenant
39 White Hart Lane	Tottenham, London	N17 8DU	TA tenant
37 Moselle House, William Street	London	N17 8DD	TA tenant
29 Charles House, Love Lane	London	N17 8DB	TA tenant
9 Charles House, Love Lane	London	N17 8DB	TA tenant
50 Moselle House, William Street	London	N17 8DD	TA tenant
4 Charles House, Love Lane	London	N17 8DB	TA tenant
36 Moselle House, William Street	London	N17 8DD	TA tenant
57 Moselle House, William Street	London	N17 8DD	TA tenant

Appendix 5: OWNERSHIP OF PROPERTIES FOR INCLUSION IN HIGH ROAD WEST

SECTION 2 – GENERAL FUND AND PLANNING USE PROPERTIES

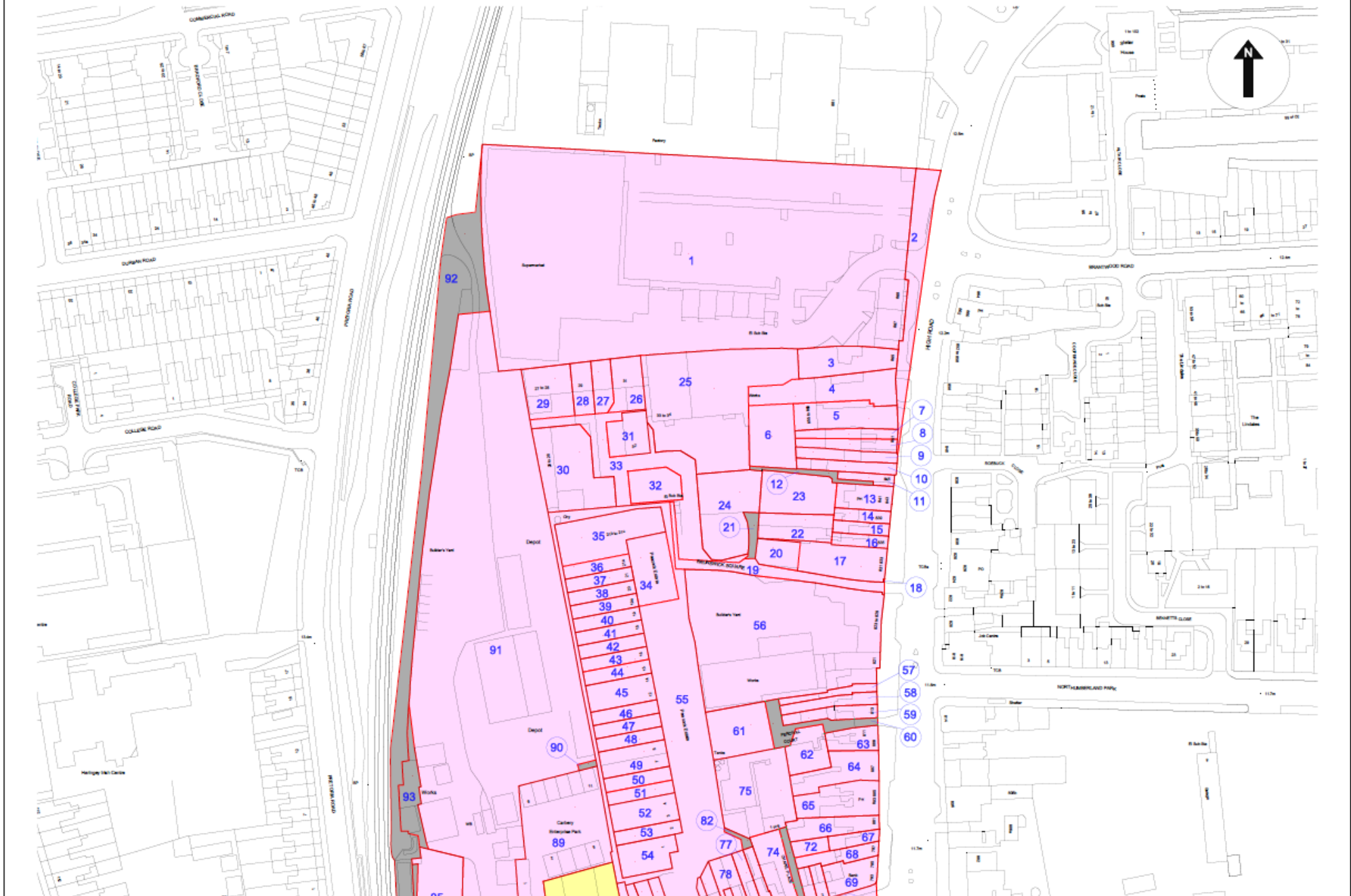
Properties included in the Haringey Council ‘General Fund’ or acquired for Planning Purposes.

Plot No	Description in land referencing schedule	Current Use	Statutory powers under which land held	Consultation
18	1 square metres, or thereabouts, of residential and commercial premises (831-833 High Road) <i>(Title Number: MX139783)</i>		GF	2015 Masterplan including s105.
87	The Grange Community Hub (32-34 White Hart Lane) <i>(Title Number: NGL32041)</i>	Community use	GF	2015 Masterplan including s105.
97	Access way (access road fronting block (adopted highway)) part of:- <i>(Title Number: MX321986)</i>		GF	2015 Masterplan including s105.
117	Footway, car park (access road (Adopted highway)) part of:- <i>(Title Number: MX321986)</i>		GF	2015 Masterplan including s105.

121	Land and car park adj to (2 -32 (even) Whitehall Street and Ermine House) part of:- <i>(Title Numbers: NGL224482 & MX321986)</i>		GF – access road (Adopted highway)	2015 Masterplan including s105.
136	Residential and commercial premises (731 High Road) <i>(Title Number: MX166584)</i>	Residential and commercial	GF	2015 Masterplan
154	Land (rear of 741 High Road) <i>(Title Number: MX166584)</i>		GF – Acquired with 731 High Rd	2015 Masterplan including s105.
174	Play area and community centre (Grace Day Care Centre and Church, south of 1 to 19 (odd) Penshurst Road) <i>(Title Numbers: NGL56432; NGL34579; MX453543; MX423984; MX402451; MX402317; MX401528; MX355476; MX304795; MX169367 & NGL42495)</i>	Community	GF	2015 Masterplan
175	Part of car park (east of 100 Whitehall Street) part of:-		GF	2015 Masterplan

	<i>(Title Numbers: MX344842; MX284325; MX124184 & MX277962)</i>			
176	Land, footway and residential premises (100 Whitehall Street) <i>(Title Numbers: NGL186; NGL33912; NGL218432; MX269004; MX268151; MX264213; MX226539; MX10788 & NGL224482)</i>		GF	2015 Masterplan including s105.

High Road West Land Ownership Plan





Produced by: Terraquest Solutions Limited
 Floors 7 & 8
 Quayside Tower
 252 - 260 Broad Street
 Birmingham
 B1 2HF
 www.terraquest.co.uk
 0121 234 1300

© Crown copyright. All rights reserved.
 2016 Licence number 100042766

Ver	Date	Comments	Drm	Chk	App

Key plan:

- Private Ownership Parcels
- Council Ownership Parcels
- Unknown Ownership Parcels

Delivered to:

Business Unit: Land Acquisition		Status: Draft			
Approved By AR	Approved Date 19/05/16	Checked By AR	Checked Date 19/05/16	Drawn By GSB	Date Drawn 19/05/16

Title:
High Road West Land Ownership Plan

Date of Issue: 20/05/16	Project Code: 1704-7762	Scale: 1:1250 @A2
Drawing Reference: -		Version: 2.0

This page is intentionally left blank

Appendix 6

High Road West Ownership and Management of replacement homes Consultation Feedback Report September 2017

Contents:

Executive Summary 3

 Introduction 3

 Feedback..... 3

1. Previous Consultation with residents..... 7

 1.1. Consultation timeline 8

2. Consultation Feedback..... 10

 2.1. Consultation purpose and timing..... 10

 2.4. Consultation Methodology..... 10

3. Results..... 14

 3.1. Secure Council tenant feedback results 14

 3.11. Resident leaseholder feedback results..... 23

4. Equalities information for secure Council tenants and analysis related of section 105 consultation responses based on equalities data 30

Appendices

Appendix 1- Section 105 Housing Act 1985 consultation on the ownership and management of replacement social rented housing consultation pack

Appendix 2- Secure Council tenant feedback form

Appendix 3- Resident Leaseholders consultation on the ownership and management of the new shared equity housing consultation pack

Appendix 4- Resident leaseholder feedback form

Executive Summary

Introduction

The Council undertook a six-week public consultation with residents living on the Love Lane Estate between the 27 March 2017 and the 5 May 2017 about the replacement housing which will be delivered in the High Road West regeneration area as part of the High Road West Scheme (“the Scheme”). The consultation had two separate sets of questions and accompanying information for two different resident groups:

- For the 86 secure council tenants living on the Love Lane Estate, the consultation was a statutory consultation pursuant to section 105 of the Housing Act 1985 and sought views on the ownership and management of the replacement housing and the tenancy terms, statutory rights and services which were most important to them.
- For the 28 resident leaseholders living on the Love Lane Estate, the consultation sought views on the ownership and management of the new shared equity housing and views on the shared equity principles developed by the Council.

The purpose of the consultation was to provide information to residents, receive their views, and then ensure that these are considered by Cabinet when the decision on ownership is taken in September. For the secure tenants the consultation was a statutory requirement pursuant to section 105 of the Housing Act 1985.

The purpose of doing the consultation at this point in time was to ensure that resident views could feed into the developer dialogue to influence the final proposals from the developers prior to selection.

Feedback

The Council received the following responses to the consultation:

- From secure Council tenants there was a 51% response rate. 44 forms were received in total (2 online) from a total of 86 secure Council tenants.
- From resident leaseholders there was a 35% response rate. 9 feedback forms (2 online) and one email response from a total of 28 resident leaseholders.

There is a clear message from all residents that they would prefer the Council to own the replacement housing (close to 100% of preferences expressed were for this).

Secure Council tenants stated that they would prefer the Council to own and manage the replacement housing because:

- Tenants have trust in the Council: to respond to issues, to keep things the same and to be accountable
- Tenants know where to go to ask for help from the Council
- Tenants believe the Council will keep costs low: by minimising rent and service charge increases.

Resident leaseholders also stated that they would prefer the Council to own and manage the replacement housing because:

- Resident leaseholders trust the Council and think that the Council will keep costs low.

Both secure Council tenants and resident leaseholders rated the most important services. The 5 highest ranked choices are;

Ranked importance of service	Secure Council tenants	Resident leaseholders
1 st (highest)	CCTV	Cleaning and refuse
2 nd	Lift maintenance	Fire safety
3 rd	Door entry	Door entry
4 th	Cleaning and refuse	High quality fixtures
5 th	Fire safety	CCTV

Apart from the key questions of ownership and the services delivered, the two consultations were different in content and questions. This is explained in detail below.

[Secure Council Tenants](#)

For secure Council tenants, the potential move from secure to assured tenancy was explained and they were asked to feedback their most important rights and tenancy terms. The table below sets out the ranking for statutory rights.

Ranked importance by secure Council tenants	Statutory right	Tenancy term/area
1 st (highest)	Rent level	Allocated/secure parking
2 nd	Right to repair	Keeping terms the same
3 rd	Right to buy	Social rent
4 th	Right to be consulted on matters affecting your tenancy	Service charge to stay the same

5 th	Right to succeed	Free parking
-----------------	------------------	--------------

[Resident Leaseholders](#)

For resident leaseholders, the Council's ambitions for the leaseholder shared equity offer were explained and they were asked to feedback whether they agreed with key elements of the offer. Resident leaseholders who responded to the consultation informed us that they:

- strongly agreed that resident leaseholders should not be required to make repayments on the equity loan and it only needs to be paid upon sale of the property,
- strongly agreed that the resident leaseholders should have the right to succession*,
- agreed that the resident leaseholders should be able to increase their share of the property at any time subject to valuation which is the responsibility of the leaseholder, and
- agreed that if a resident leaseholder wants a property with a larger number of bedrooms than their current property they should be offered a shared ownership home.

There are however a number of concerns that resident leaseholders have about the potential shared equity offer:

- **Affordability:** the minimum level of equity required and the ability to transfer a mortgage.
- **Reduced level of ownership:** the level of equity being less than 100% means that the property cannot be passed on in a will

[Feedback Summary](#)

The feedback from secure Council tenants has demonstrated exactly which statutory rights, tenancy terms and services are most important to them. As detailed in the table above this has included protecting rent levels, having secure parking and having CCTV.

The feedback from resident leaseholders has shown that they "agree" and/or "strongly agree" with the principles the Council has developed for the shared equity homes and has shown that efficient and quality cleaning and refuse is the most important service to them.

The feedback was fed to the three bidders by the Resident Procurement Panel. The feedback will also be utilised to further develop the preferred bidders' proposals and the planned future engagement on services and future consultation on the detailed leasehold offer.

* By 'right to succession' for resident leaseholders in a new shared equity property, the Council is referring to the ability to pass on the shared equity arrangements. Further definition and detail will be discussed with resident leaseholders in a future consultation on the HRW leaseholder offer.

There is clear feedback from both secure Council tenants and resident leaseholders that they would prefer the Council to own the replacement housing built as part of the High Road West Regeneration Scheme.

1. Previous Consultation with residents

There has been extensive consultation with the all stakeholders regarding the regeneration proposals for Scheme over the past 5 years.

The 2014 Cabinet decision to agree the High Road West Masterplan Framework for comprehensive redevelopment also agreed a number of documents/charters/policies that arose from the considerable consultation and engagement in the time leading up to the decision, this includes:

- [The Business Charter](#)
- [The Love Lane Residents Charter](#)
- [The Secure Tenant Guide](#)
- [The Leaseholder Guide](#)
- [The Private Tenant Guide](#)
- [An Indicative Phasing Plan](#)

Each of these documents was intended to inform the residents, businesses and wider community of the Council's commitments regarding the regeneration. They were also intended to inform the future development partner of the Scheme, of what the expectations of the Council are, as derived from the views of local stakeholders.

The consultation that has taken place to date, is set out in the table below of the main report, but a summary of the most recent consultation is detailed below.

[Resident Design Panel, Design Guide and Procurement Team](#)

Throughout 2015 and 2016, the Council worked with residents and the Independent Tenant and Leaseholder Advisor ("ITLA") for the Love Lane Estate, to create a Resident Design Panel, as was agreed in the Love Lane Resident Charter. The purpose of the Design Panel was to involve residents in all design aspects of the High Road West Regeneration Scheme.

After an extensive programme of community consultation and research undertaken by the Resident Design Panel facilitated by the ITLA and Council officers, which included; visits to other estate regeneration schemes, specialist training in design from the Design Council/CABE and dedicated workshops in key areas, such as housing and community facilities, the Resident Design Panel produced the High Road West Resident Design Guide.

To ensure that residents' aspirations for the area were clear to Bidders from the outset, the Design Guide was sent to Bidders early in the procurement process-allowing Bidders to use the Design Guide to shape their proposals. As the residents have written within the document, the Resident Design Guide "exemplifies good practice in engaging a community over a sustained period on the key design issues facing any housing regeneration scheme."

Members of the Resident Design Panel were elected (by other members of the Panel) to form the Love Lane Resident Procurement Panel. These members have been involved throughout the duration of the procurement process. They have met

with the bidders at each stage and have provided critical feedback on their proposals.

1.1. Consultation timeline

Spring 2012	Arup was appointed to help Haringey Council develop the High Road West Masterplan
Spring – Autumn 2012	A series of consultation events were held with residents and businesses
April – June 2013	A six-week consultation was held on a series of options for the future of High Road West.
November 2013	The High Road West consultation report was presented to Haringey Council's Cabinet.
October 2013 – February 2014	A five-month consultation was held on Tottenham's Future.
February –July 2014	A series of consultation events were held to help shape the masterplan for High Road West.
September 2014	Love Lane secure tenants are formally consulted about the masterplan proposals over a six week period in compliance with section 105 Housing Act 1985
September 2014	The Community Hub, at the Grange, 32-34A White Hart Lane, N17 8AD opens. In December 2014 and ongoing, the Love Lane rehousing team support residents from this central location and hub.
December 2014	The High Road West Masterplan was approved by Haringey Council's Cabinet. Included a Resident Charter which made the commitment that all secure Council tenants on the Love Lane Estate will: <ul style="list-style-type: none"> • Be offered a new, high quality, modern home in the redevelopment area that meets their needs • Continue to pay social rent, not new affordable rents • Continue to have a long-term tenancy • Have a dedicated re-housing officer to support them through the whole moving process • Receive home loss compensation, with all reasonable moving costs paid
May 2015	29 Love Lane residents move to new homes in Newlon Housing Trust: Ambrose and Mallory Court development in North Tottenham, formally the old Cannon Rubber factory site
December 2015	Approval by Cabinet of procurement of development partner for High Road West regeneration scheme

June 2016	Bidders day held for interested parties to learn more about the High Road West regeneration scheme
October 2016	Resident representatives on a specially formed 'Design Panel' took part in dialogue sessions with six shortlisted bidders to feedback on the vision and designs proposed for High Road West.
January- May 2017	Three bidders are selected to continue in competitive dialogue. They are selected by scoring highest overall on the different elements of their propositions – including their response to the Resident Charter and Design Panel. Resident Procurement Team meet with bidders.
April 2017	<p>A six-week consultation held with Love Lane residents about the replacement housing on the new development.</p> <p>Secure Council tenants undertook a 'Section 105' consultation on the ownership and management of the replacement social rented housing. Resident leaseholders were consulted on the ownership and management of the new shared equity housing.</p> <p>Residents were clear about their preference for Council ownership but also let the Council know what is most important to them about their tenancy and the services they receive.</p>
May 2017	Resident Design Panel delivered the results and messages of the consultation directly to the three bidders. The Council also discussed the consultation results and key issues raised by residents with the bidders during the final stage of the competitive dialogue process.

2. Consultation Feedback

2.1. Consultation purpose and timing

Purpose

The consultation sought residents' views on the replacement housing which will be provided for residents within the High Road West Regeneration area with the purpose of using the feedback to inform the ongoing dialogue with the three bidders involved in the procurement process and to help the Council's Cabinet make a decision on the ownership of the 191 replacement homes.

For the 86 secure Council tenants living on the Love Lane Estate, the consultation took the form of a statutory consultation pursuant to section 105 of the Housing Act 1985 and sought views on the ownership and management of the replacement social rented housing and the tenancy terms, statutory rights and services which were most important to them.

For the 28 resident leaseholders living on the Love Lane Estate, the consultation sought views on the ownership and management of the new shared equity housing and views on the shared equity principles developed by the Council.

Consultation Timing

The timing of the consultation was carefully considered due to the interplay between the ability to influence the proposals being developed by the three bidders and the amount of detailed information available on the proposals. It was decided, following advice from Senior Counsel, that the consultation should be undertaken prior to the Council selecting a preferred development partner, as opposed to after a preferred developer had been selected. Whilst this meant that there was not a detailed proposal from the preferred partner with which to consult upon, it did mean that the feedback received could be utilised to influence the bidder's proposals as they were being developed.

Consultation Methodology

The consultation was widely advertised, with every secure Council tenant and resident leaseholder being sent a consultation pack and the consultation materials being published online. Posters were put up on the estate advertising the consultation drop-in sessions at the Grange Community Hub. The rehousing and engagement officers contacted residents and responded to enquiries regarding the consultation and followed these up with home-visits in order to assist residents with providing feedback.

The two drop-in sessions were held at the Grange Community Hub, one in the day time and one in the evening, with officers, the Independent Tenant and Leaseholder Adviser (ITLA) and the Turkish translator present and on hand to answer questions and provide assistance. The Council also attended sessions of the Love Lane leaseholders' sub-committee. All residents were encouraged to put their feedback into writing in order to formally include it in the process.

Methods of engagement

- Letters sent out to inform residents about the consultation to arrive on 20th March 2017
- Information packs and forms sent to 86 secure Council tenants and 28 resident leaseholders to arrive on 27th March 2017
- All material published online on 27th March 2017
- Translation of all materials available on request
- Drop-ins at the Grange on Tuesday 4 April 2017, 12 noon – 4pm and Thursday 20 April 2017, 7pm – 9pm
- Door knocking and home visits
- Turkish translator available at drop ins and for home visits
- Independent Tenants and Leaseholder Advisor
- Advertising the consultation: Letters, posters, website

Information pack contents

- An introductory letter from Cabinet Member for Regeneration Cllr Alan Strickland
- Instructions for how to respond to the consultation including contact details for assistance and dates of drop in sessions
- Information about the consultation
- Key considerations for residents
- The Council's preferred option
- Background information about the High Road West regeneration scheme
- A glossary of terms

Methods of analysis

Overall

The feedback forms included discrete and continuous data, for example ranked services and reasons why.

The feedback was inputted into a database with the continuous or free form responses being categorised so as to enable an analysis based on themes.

The categories were not selected to then present a positive or negative response from residents, rather, they were to show the types of issue or concern raised – more or less often, and by particular groups.

The feedback was analysed based on the total responses and also based on equalities information provided by respondents. The distribution of answers based

on equality was compared to the distribution for all responses together to check whether there were any answers that came from one particular group (with a protected characteristic) more than another. There weren't any statistically significant instances of a mismatch in distributions. A full equalities impact assessment has been produced regarding the replacement housing proposals and will be submitted to Cabinet to inform the decision on ownership.

There was an issue that some residents did not fill in correctly the sections asking them to rank things in order of importance. Rather than putting in numbers sequentially, they put in more than one of the same number, or simply put an 'x' or tick in those that they felt were important. If a respondent put in some but not all numbers, those were still counted.

Where a respondent put in the same number more than once, or put in an 'x' or tick in multiple answers, these were counted separately and then the distribution compared to those who filled in the form correctly to check that there was not a mismatch.

Analysis of secure Council tenants' feedback forms

The secure Council tenant feedback form had 8 questions. The question of ownership preference was asked at five points in the form in order to try to draw out the reasons for the preference, as we considered this would be an important issue for residents.

The question was asked in relation to; statutory rights, tenancy terms, service package, cost to the Council and then overall. At each point the tenant was asked to provide reasons why, and as mentioned above, these have been categorised in order to analyse the results by theme.

There were three questions which sought to understand which elements of the tenants' tenancy they considered most important. For statutory rights and the services provided, there were sufficiently few options for those to be listed and a numerical ranking sought. There was an 'other' category with space to specify available for those questions.

Whilst all tenancy terms were made available for residents to consider, only the example headings in the tenancy agreement were provided within the feedback form (as there are many terms) along with a link to the tenancy agreement. Respondents were asked to write down the tenancy terms that are most important to them. These answers were categorised and counted in order to come up with an overall ranking.

Analysis of resident leaseholders' feedback forms

The resident leaseholder feedback forms had 4 questions. The question of ownership preference was asked twice, in relation to service package and overall, both times asking for reasons why. As above, these have been categorised in order to analyse the results by theme.

The first question sought to get feedback on the four Council ambitions for the Love Lane leaseholder offer, asking residents to put the extent to which they agreed with the ambitions, with five being 'completely agree' and 1 being 'not at all'. For each response, the reasons why were asked with a free text response.

The smaller number of feedback forms from resident leaseholders means that the free-text analysis was not then counted and ranked, rather, key themes and responses have been listed. As with the categories for the secure Council tenants' feedback, these responses have not been used to represent a 'positive' or 'negative' view of resident leaseholders, rather they show which issues have been raised.

3. Results

3.1. Secure Council tenant feedback results

Please see the results to the questions below. Please note the text in the blue boxes are taken from the feedback form and as such some of the links and information are not included within this feedback report.

3.2. Question 1 – Existing Statutory Rights preference

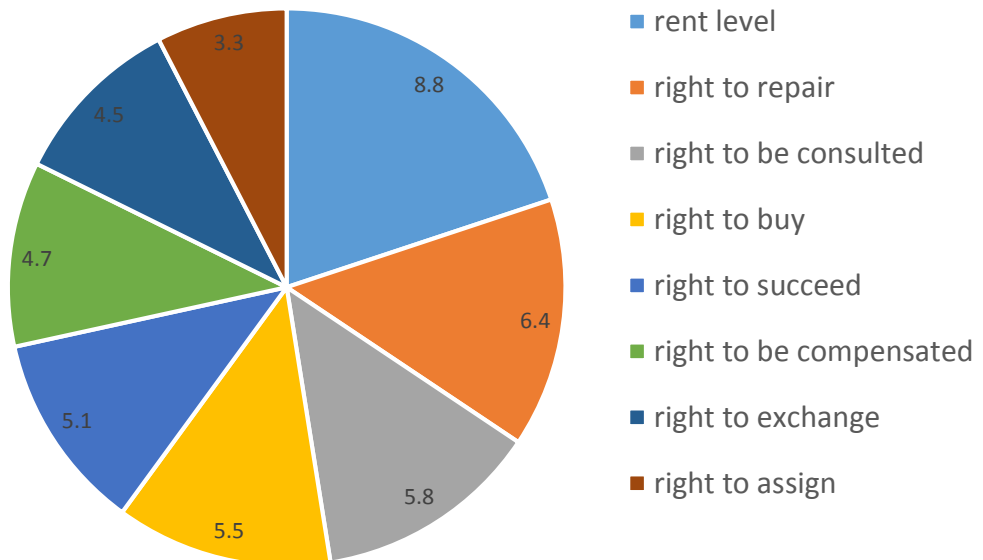
Please rank these Existing Statutory rights in order of importance to you, where 1 is most important and 9 is least important.

See information pack for more details; Section 2 under the heading 'Existing Statutory rights' and Section 4 – Glossary of terms.

- Rent Level
- Right to Succeed
- Right to be consulted on matters affecting your tenancy
- Right to Buy
- Right to assign
- Right to repair
- Right to exchange
- Right to be compensated for improvements
- Other (please state):

3.2.1. Response to “please rank these Statutory Rights...”

Statutory Rights Average Score (as scores out of 9)



Note that score and corresponding rating of importance has been inverted for presentation purposes.

3.3. Question 2 – Ownership preference in relation to Existing Statutory Rights

We aim to ensure that any Housing Association seeking to buy the replacement social housing will match, as far as possible your Existing Statutory Rights so that the tenancy feels the same.

In light of this, do you have a preference who owns the replacement social rented homes?

See information pack for more details; Section 2 under the heading ‘Existing Statutory Rights’ and Section 4 – Glossary of terms.

If yes what is your preference and why?

3.3.1. Response to “do you have a preference...”

Response	Count	Percentage
Yes	38	90%
No	2	5%
Don't know	2	5%

3.3.2. Response to “if yes...”

Response	Count	Percentage
Council	38	100%
Housing Association	0	0%

3.3.3. Please note that the results of the free form ‘why’ part of this question will be grouped with the other ‘why’ responses to the question of ownership in order to show themes, at the end of this section.

3.4. Question 3 – Existing Tenancy Terms preference

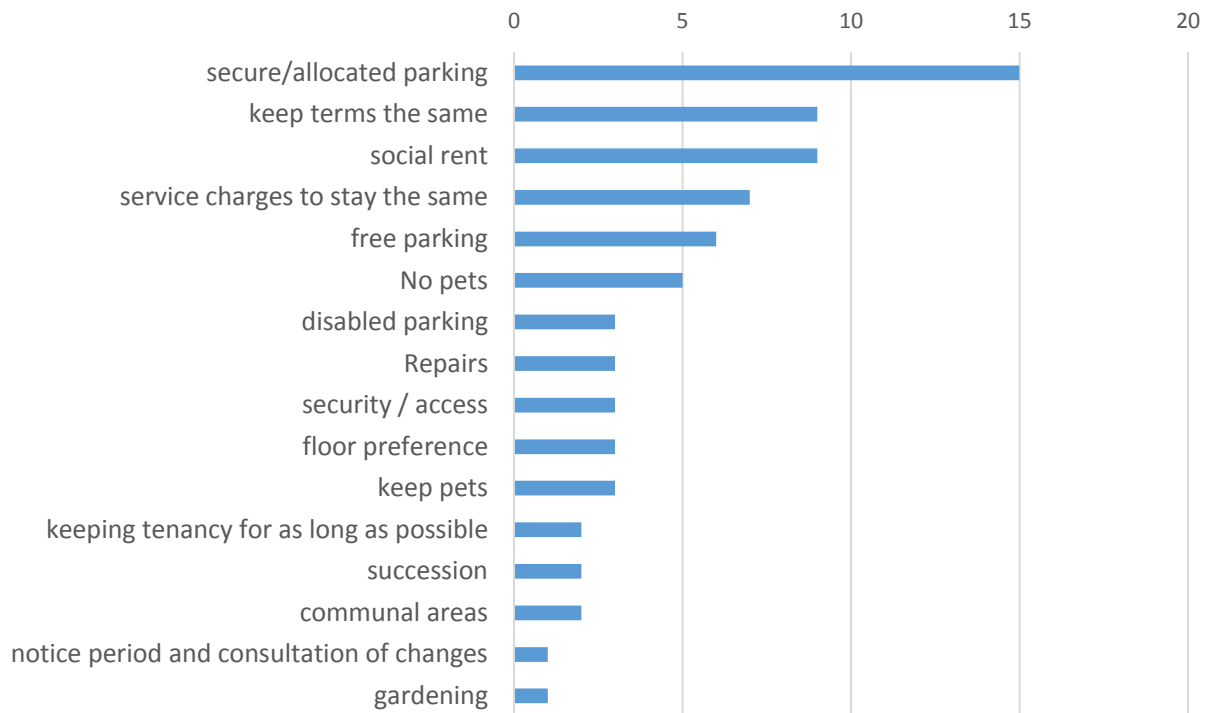
You can take a look at your existing Tenancy Terms at and you will see there are 106 terms listed. We are aiming to match your existing terms but still want to know which terms are most important to you or if you would like those terms enhanced. For example; how you use your home, whether you can keep pets, whether you have parking and what re-charges there are.

Please can you tell us what tenancy terms are most important to you? Please do expand where you wish to:

See information pack for more details; Section 2 under the heading ‘Existing Tenancy terms’ and Section 4 – Glossary of terms.

3.4.1. Response to “please can you tell us what tenancy terms...”

Tenancy term/area Total Number of Mentions



3.5. Question 4 – Ownership preference in relation to Existing Tenancy Terms

We aim to ensure that any Housing Association seeking to buy the replacement social housing will match, as far as possible your Existing Tenancy Terms so that the tenancy feels the same,

In light of this, do you have a preference who owns the replacement social rented homes? See *information pack for more details; Section 2 under the heading ‘Existing Tenancy terms’ and Section 4 – Glossary of terms.*

3.5.1. Response to “do you have a preference...”

Response	Count	Percentage
Yes	38	93%
No	3	7%
Don't know	0	0

3.5.2. Response to “if yes...”

Response	Count	Percentage
Council	38	100%
Housing Association	0	0%

3.5.3. Please note, as above, that the results of the free form ‘why’ part of this question will grouped with the other ‘why’ responses to the question of ownership in order to show themes, at the end of this section.

3.6. Question 5 – Services preference

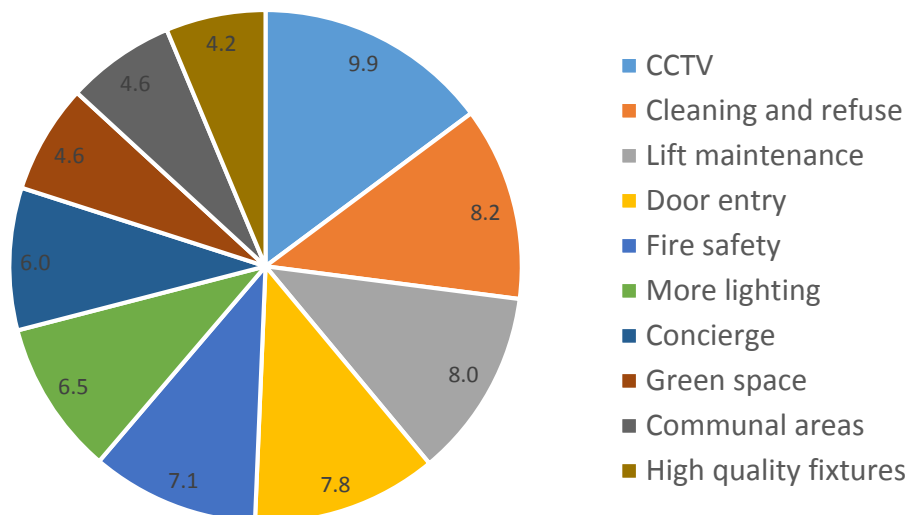
Please rank these services in order of preference where 1 is most important and 11 is least important.

See information pack for more details; Section 2 under the heading ‘Service charge and services provided’ and Section 4 – Glossary of terms.

- CCTV
- Concierge
- Lift maintenance
- More lighting
- Communal area decoration
- Green space and planting
- High quality fixtures and finish
- Cleaning and refuse
- Door entry
- Fire safety
- Other (please state):

3.6.1. Response to “Please rank these services...”

Services Average Score (as scored out of 11)



Note that score and corresponding rating of importance has been inverted for presentation purposes.

3.7. Question 6 – Ownership preference in relation to service package

We do not know how much the service charge will be for the replacement social housing if the Council buys it or if a Housing Association buys it. But the service charge will reflect the level of service and will only apply to services for your building.

We will seek to get the best possible deal on the service package for tenants in the new High Road West by negotiating the services you require.

In light of this, do you have a preference who owns the replacement social rented homes?

See information pack for more details; Section 2 under the heading ‘Service package’ and Section 4 – Glossary of terms.

3.7.1. Response to “do you have a preference...”

Response	Count	Percentage
Yes	35	85%
No	5	12.5%
Don't know	1	2.5%

3.7.2. Response to “if yes...”

Response	Count	Percentage
Council	35	100%
Housing Association	0	0%

3.7.3. Please note, as above, that the results of the free form ‘why’ part of this question will grouped with the other ‘why’ responses to the question of ownership in order to show themes, at the end of this section.

3.8. Question 7 – Ownership preference in relation to the Council’s ‘Preferred option’

When you consider the financial cost to the Council of buying the replacement homes and the impact this may have on the Council’s existing and future housing stock, do you have a preference for who owns the replacement housing?

See information pack for more details: Section 3 - What is our preferred option – financial implications and Section 4 – Glossary of terms.

3.8.1. Response to “do you have a preference...”

Response	Count	Percentage
Yes	34	85%
No	5	12.5%
Don't know	1	2.5%

3.8.2. Response to “if yes...”

Response	Count	Percentage
Council	34	100%
Housing Association	0	0%

3.8.3. Please note, as above, that the results of the free form ‘why’ part of this question will grouped with the other ‘why’ responses to the question of ownership in order to show themes, at the end of this section.

3.9. Question 8 – Overall view

Taking all of the above into considerations into account, do you have a preference as to who owns the replacement housing?

3.9.1. Response to “do you have a preference...”

Response	Count	Percentage
Yes	37	93%
No	3	7%
Don't know	0	0%

3.9.2. Response to “if yes...”

Response	Count	Percentage
Council	35	100%
Housing Association	0	0%

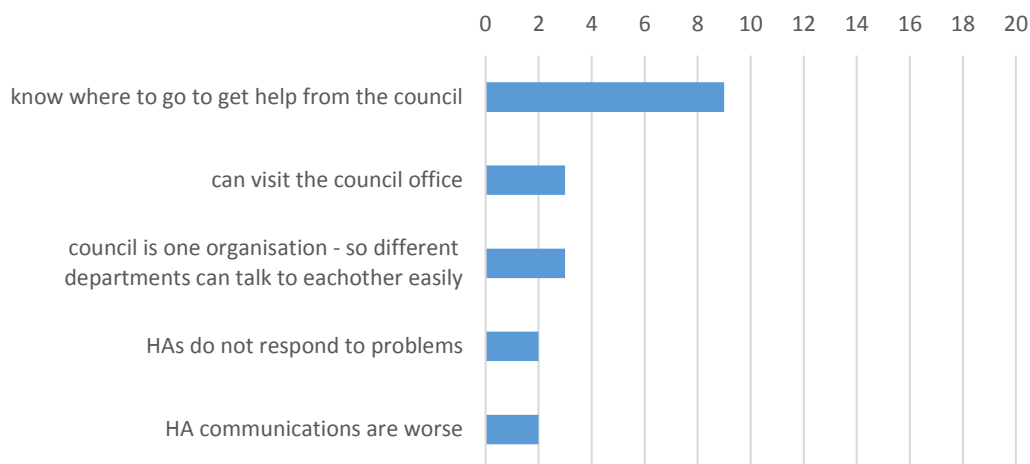
3.9.3. Please note, as above, that the results of the free form ‘why’ part of this question will grouped with the other ‘why’ responses to the question of ownership in order to show themes, at the end of this section.

3.10. Analysis of the ‘why’ part of the ownership preference questions:

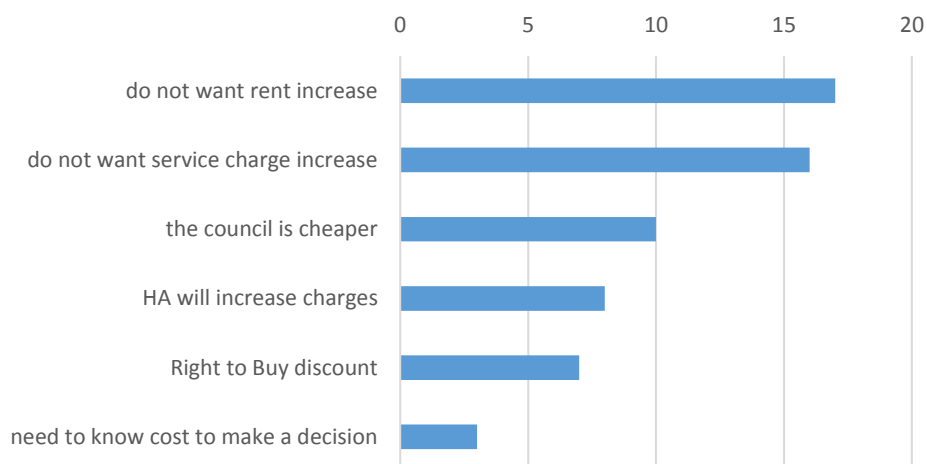
- 3.10.1. The reasons given in the free text part of the questions on ownership preference have been categorised and then counted in order to show which views were expressed most.
- 3.10.2. It is the number of mentions and not the number of respondents that are counted.
- 3.10.3. The rehousing and engagement officers, the ITLA and the Turkish translator who helped residents to fill in feedback forms all encouraged residents to provide as much feedback as possible.
- 3.10.4. The responses mostly fell into four main categories:
 - Trust
 - Communication
 - Cost
 - Living Environment



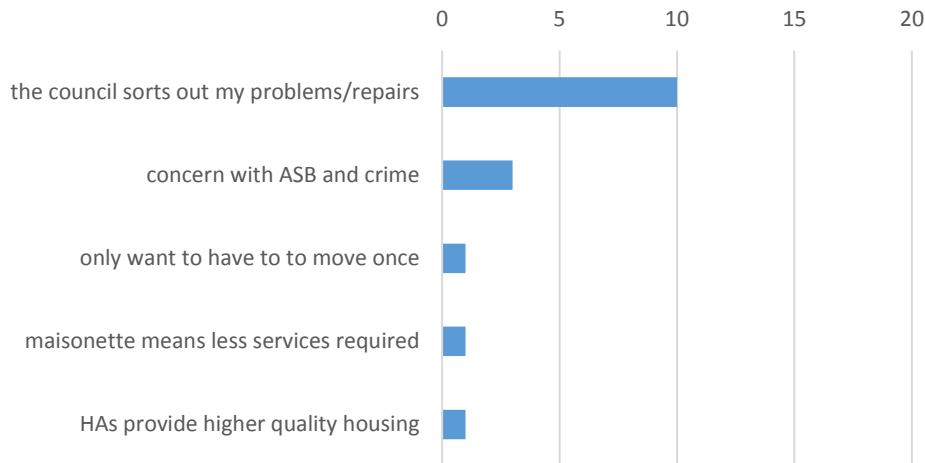
mentions related to communication



Mentions related to cost



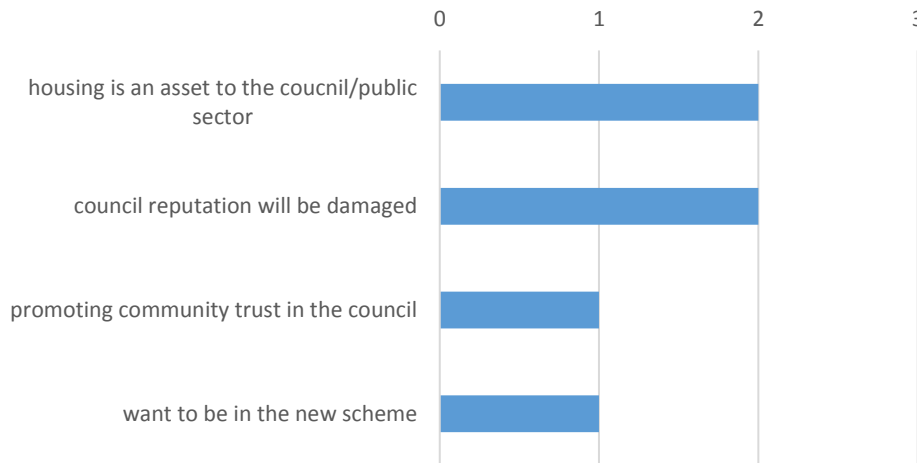
Mentions related to living environment



3.10.5. There was overlap between these themes such as relating to trust and quality of service, but these results capture that nuance where possible.

3.10.6. There were also a handful of responses that can be said to relate to political concerns such as the overall supply of Council housing, or the long-term financial impact on the Council, but these were too low in number to constitute a key theme.

Mentions relating to wider implications



3.11. Resident leaseholder feedback results

Please see the results to the questions below. Please note the text in the blue boxes are taken from the feedback form. Please note the text in the blue boxes are taken from the feedback form and as such some of the links and information are not included within this feedback report.

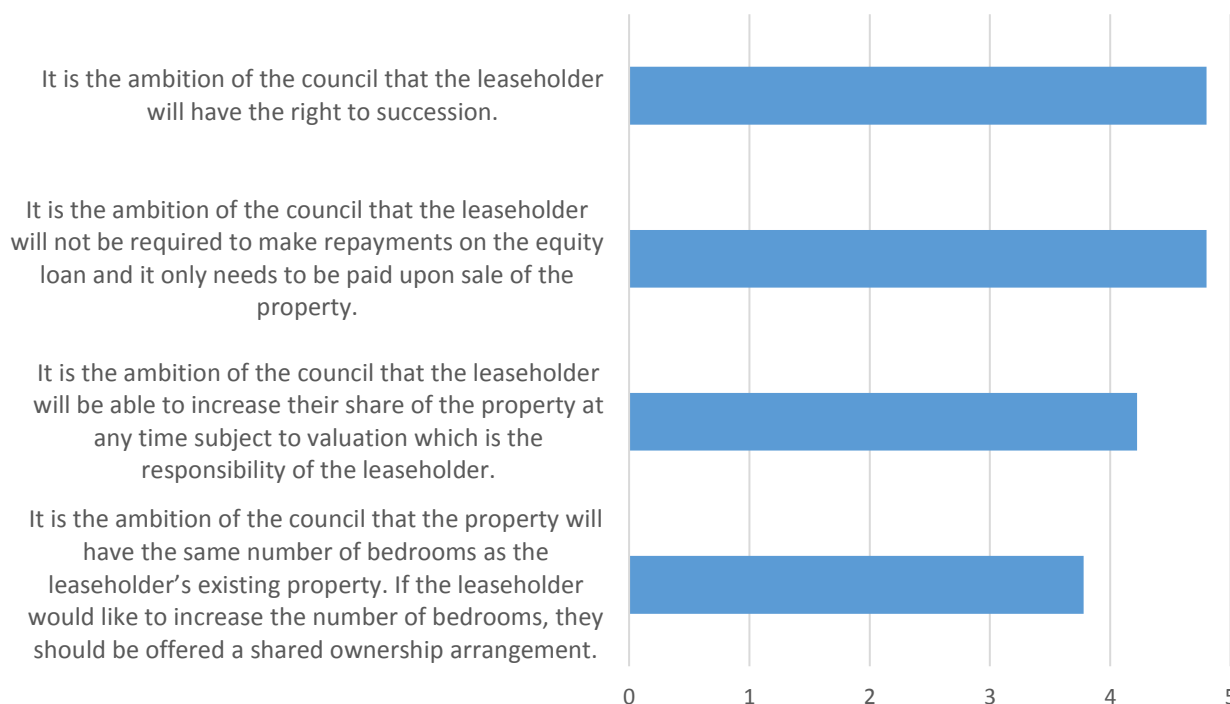
3.12. Question 1: Our ambitions for your new shared equity home

The statements below set out the Council’s ambitions for the terms of the shared equity offer to resident leaseholders. Please respond to each of the ambitions laid out below with how far you agree with each. Please mark on the scale where 1 is do not agree and 5 is completely agree.

Feel free to comment on your reasons why.

3.12.1. Response to ‘Please mark on a scale...’

Average score: 4 = agree, 5 = completely agree



3.12.2. The reasons given for the responses to question 1 tended to be issues and concerns felt in relation to each of the ambitions and can be summarised in the table below:

Council’s Ambition	Resident’s issues/concerns
It is the ambition of the Council that the leaseholder will not be required to make	<ul style="list-style-type: none"> • Can’t afford repayments

<p>repayments on the equity loan and it only needs to be paid upon sale of the property.</p>	<ul style="list-style-type: none"> • Want to own 100% • Can't get a mortgage due to being elderly or change of circumstances • Leaseholders shouldn't be priced out of the neighbourhood
<p>It is the ambition of the Council that the leaseholder will be able to increase their share of the property at any time subject to valuation which is the responsibility of the leaseholder.</p>	<ul style="list-style-type: none"> • Want to own 100% • Don't trust the proposed share • Equity should be gifted
<p>It is the ambition of the Council that the leaseholder will have the right to succession[†].</p>	<ul style="list-style-type: none"> • Immediate family members should succeed • Children should be able to take on the lease
<p>It is the ambition of the Council that the property will have the same number of bedrooms as the leaseholder's existing property. If the leaseholder would like to increase the number of bedrooms, they should be offered a shared ownership arrangement.</p>	<ul style="list-style-type: none"> • Don't want to be forced to downsize • Shouldn't be a matter for the Council to determine the number of bedrooms

3.12.3. It is the ambition of the Council that the property will have the same number of bedrooms as the leaseholder's existing property. If the leaseholder would like to increase the number of bedrooms, they should be offered a shared ownership arrangement.

- Don't want to be forced to downsize
- Shouldn't be a matter for the Council to determine the number of bedrooms

3.12.4. For the resident leaseholder consultation feedback, the free-text responses have also been categorised and counted in order the points of view that were made most often. It is important to note that these views are in relation to the Council ambitions for the leaseholder offer as well as the question of ownership of the replacement housing. This free text analysis will be shown at the end of this section.

By 'right to succession' for resident leaseholders in a new shared equity property, the Council is referring to the ability to pass on the shared equity arrangements. Further definition and detail will be discussed with resident leaseholders in a future consultation on the HRW leaseholder offer.

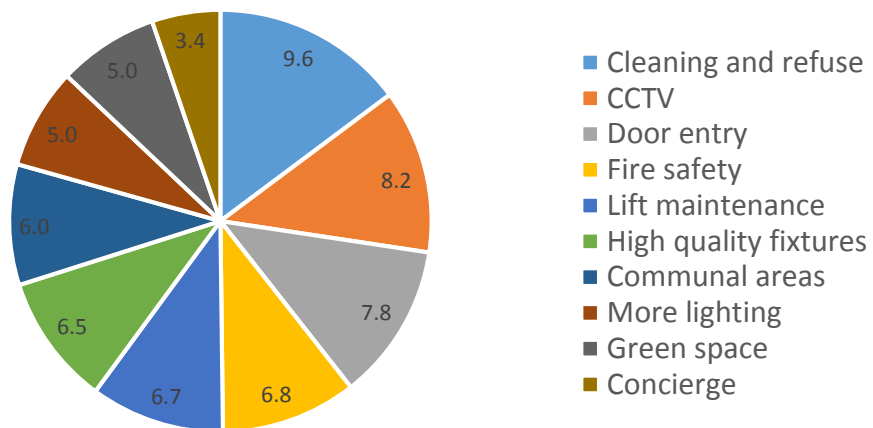
3.13. Question 2: Services preference

We want to ensure that you are provided with the services that are important to you.
Please rank these services in order of preference where 1 is most important and 11 is least important.

- CCTV
- Concierge
- Lift maintenance
- More lighting
- Communal area decoration
- Green space and planting
- High quality fixtures and finish
- Cleaning and refuse
- Door entry
- Fire safety
- Other (please state):

3.13.1. Response to ‘Please rank these services...’

Most important Service Average Score



Note that score and corresponding rating of importance has been inverted for presentation purposes.

3.14. Question 3: Ownership preference in relation to service package

We do not know how much the service charge will be for the shared equity housing if either Haringey Council or if a Housing Association owns the homes. However, the service charge will reflect the level of service and will only apply to services for your building. We will seek to get the best possible deal on the service package for tenants in the new High Road West homes by negotiating the services you require.

In light of this, do you have a preference who owns the shared equity housing?

3.14.1. Response to “do you have a preference...”

Response	Count	Percentage
Yes	7	78%
No	0	0%
Don't know	2	22%

3.14.2. Response to “if yes...”

Response	Count	Percentage
Council	7	100%
Housing Association	0	0%

3.15. Question 4: Overall view

Taking all of the above into considerations into account, do you have a preference as to who owns the shared equity housing?

3.15.1. Response to “do you have a preference...”

Response	Count	Percentage
Yes	7	78%
No	0	0%
Don't know	2	22%

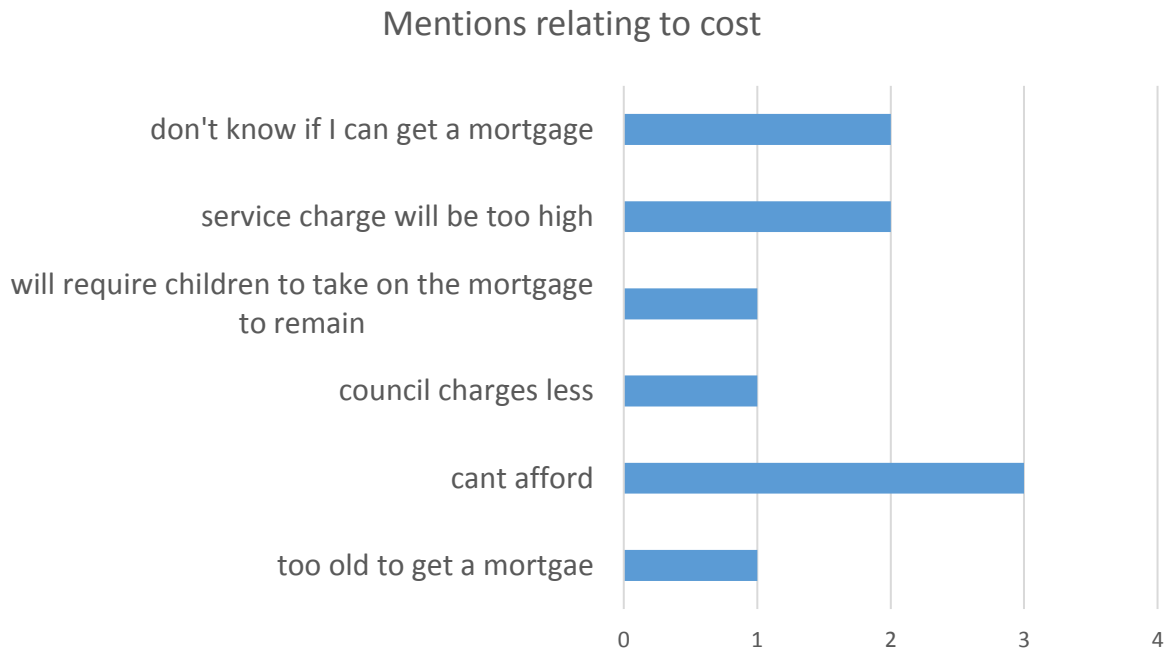
3.15.2. Response to “if yes...”

Response	Count	Percentage
Council	6	67%
Housing Association	1	33%

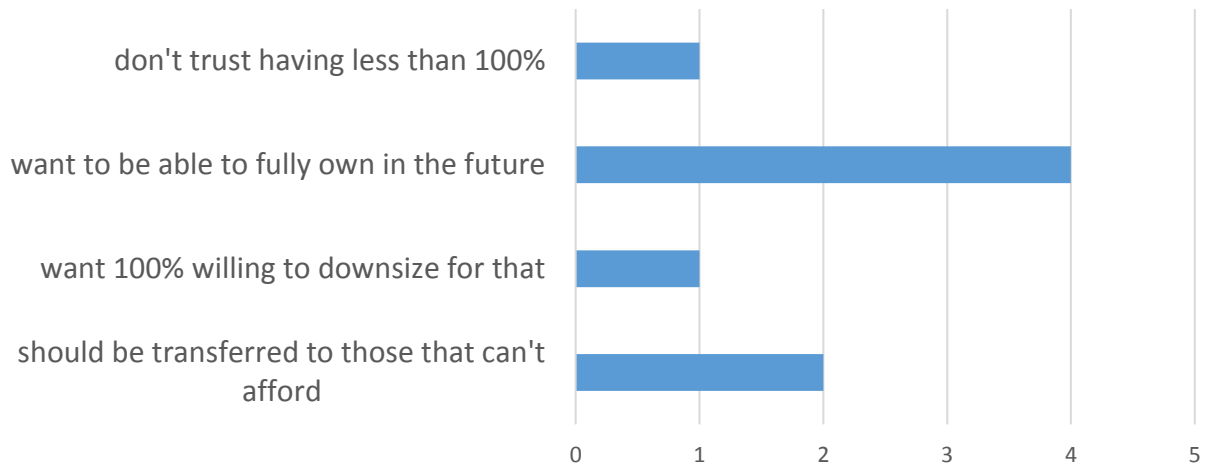
3.15.3. Answers for reasons why relating to ownership of the replacement housing can be summarised as follows:

- Prefer Council
 - Council charges less
 - Do not trust HAs
 - Used to the Council
 - HAs less accountable
- Prefer Housing Association (one response)
 - More reliable on offering better properties and quicker to fix services

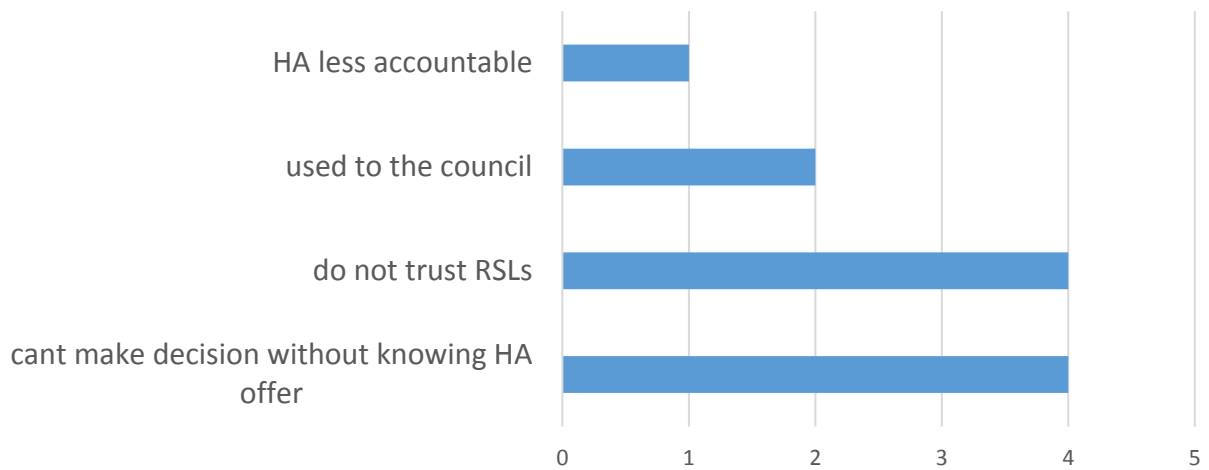
3.16. Analysis of the free-text responses from the resident leaseholder feedback forms



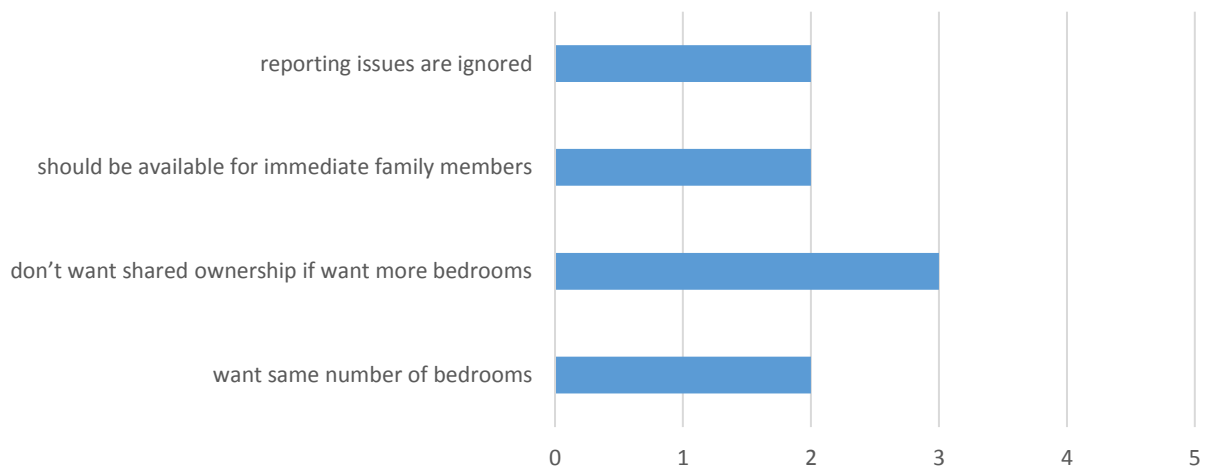
Mentions relating to equity share



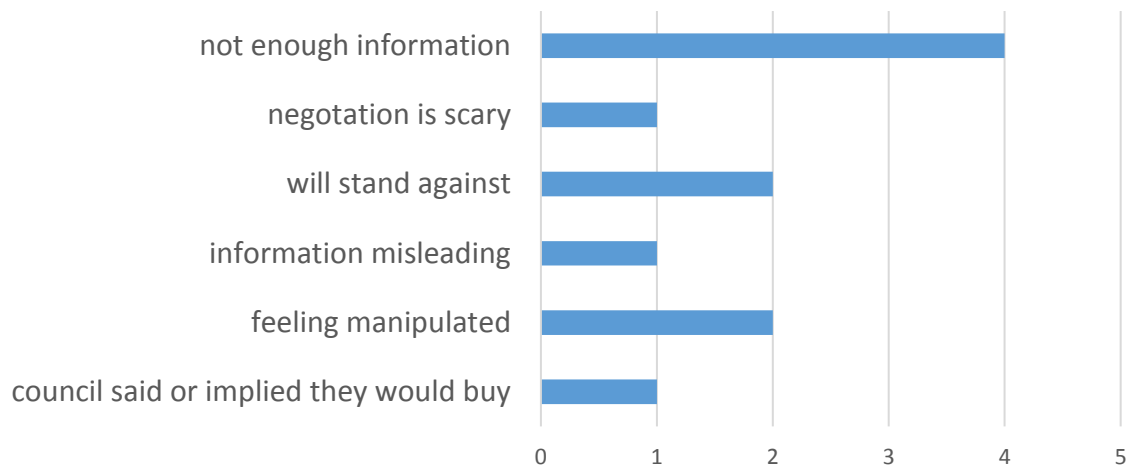
Mentions relating to trust and information



other

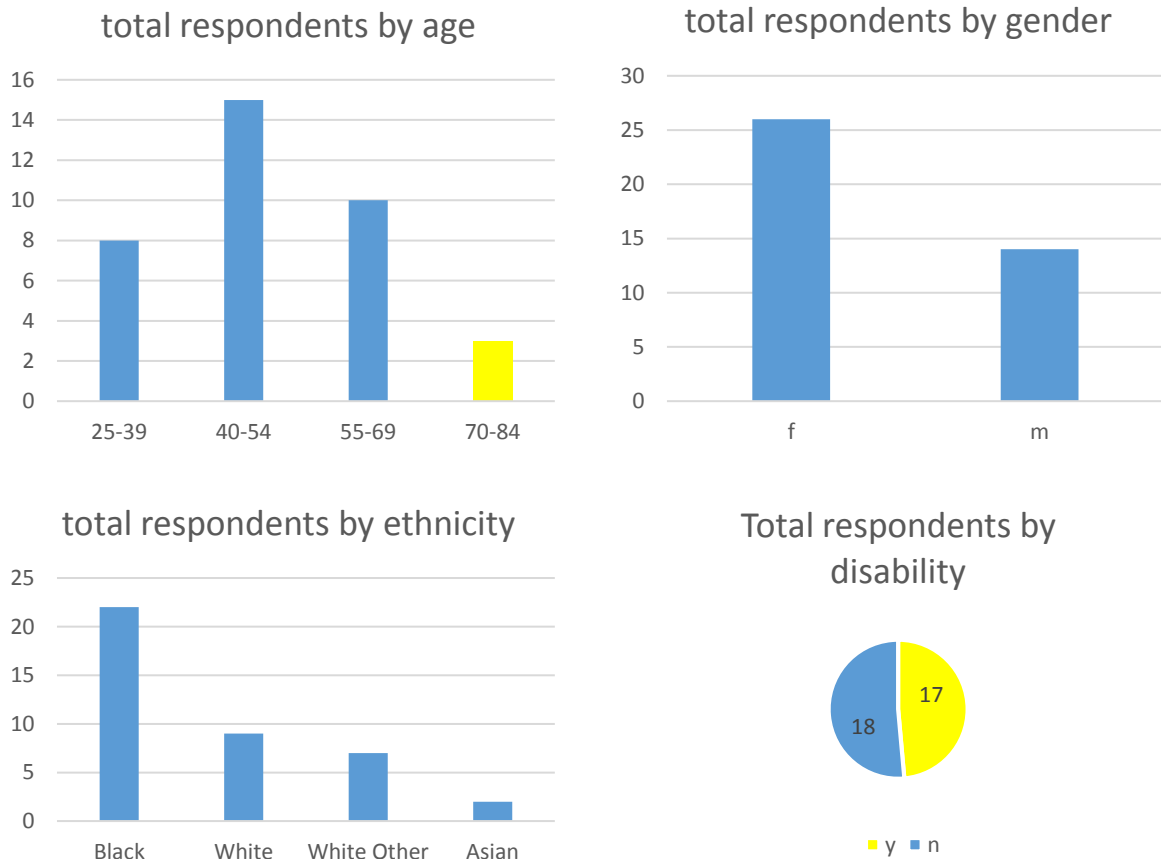


Mentions critical of the consultation



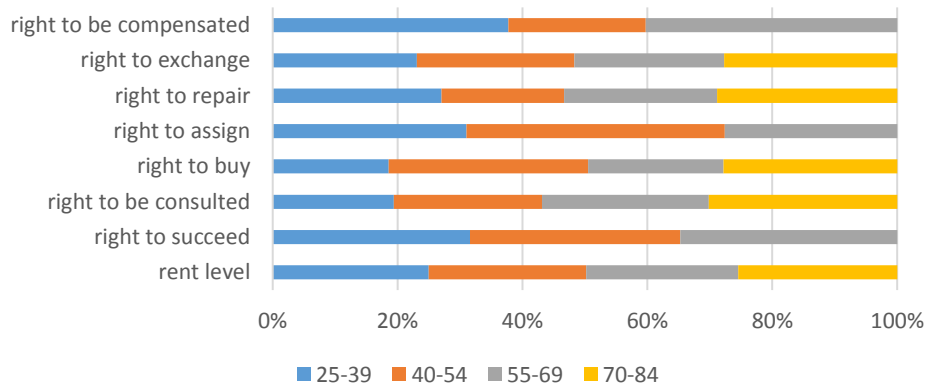
4. Equalities information for secure Council tenants and analysis related of section 105 consultation responses based on equalities data

Profile of Respondents

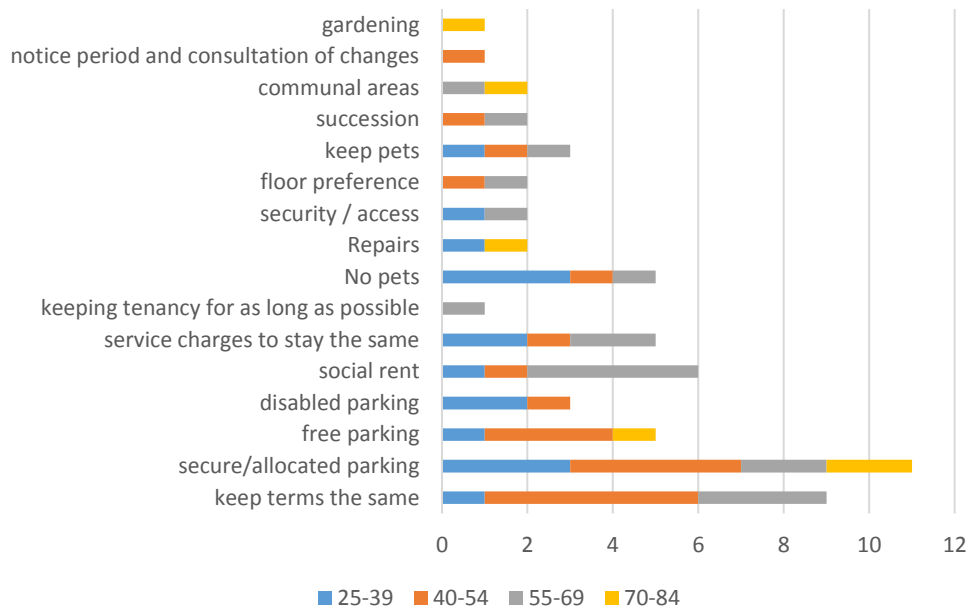


Age analysis

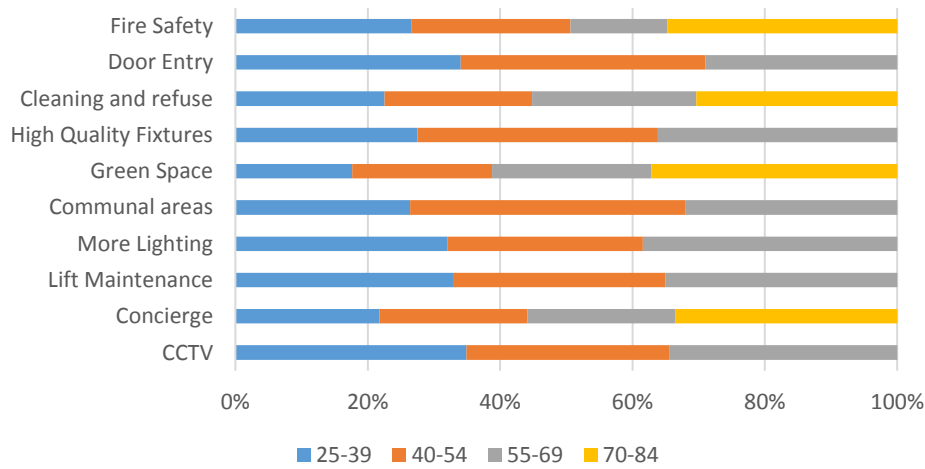
Distribution of responses by age group for most important statutory right



Number of mentions of tenancy terms/areas by age

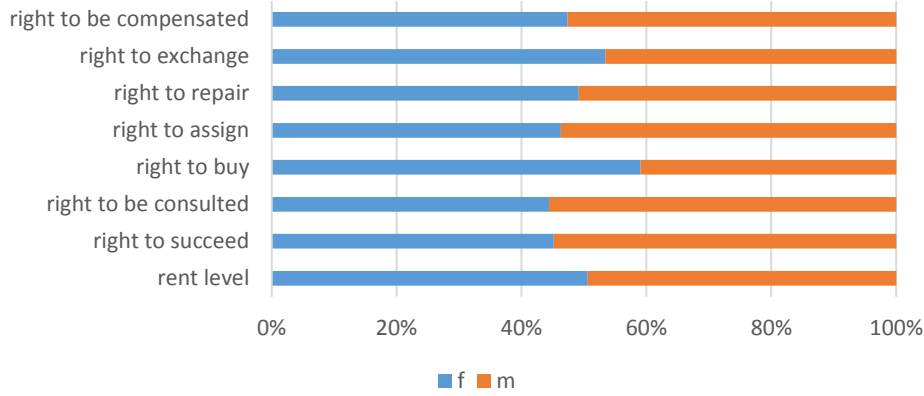


Distribution of responses by age group for most important service

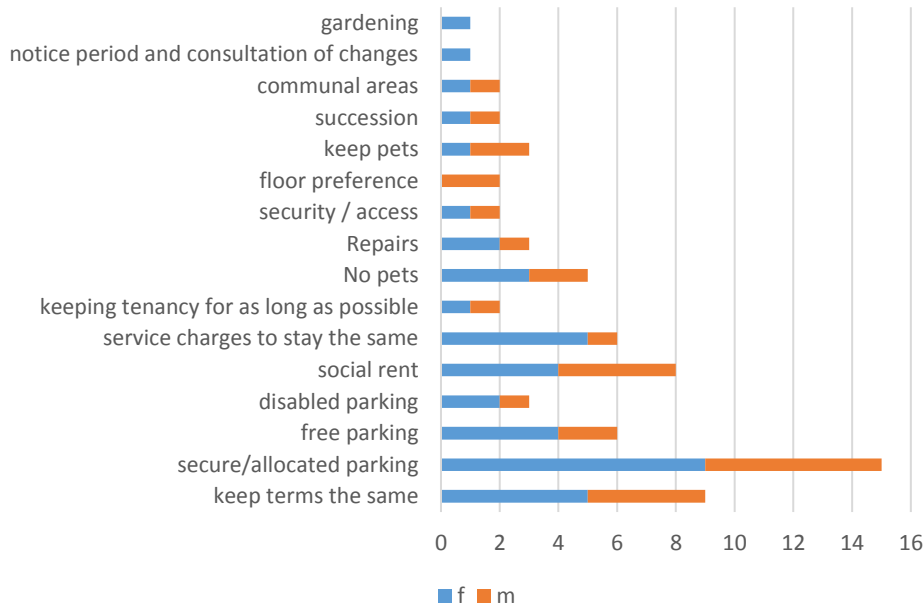


Sex Analysis

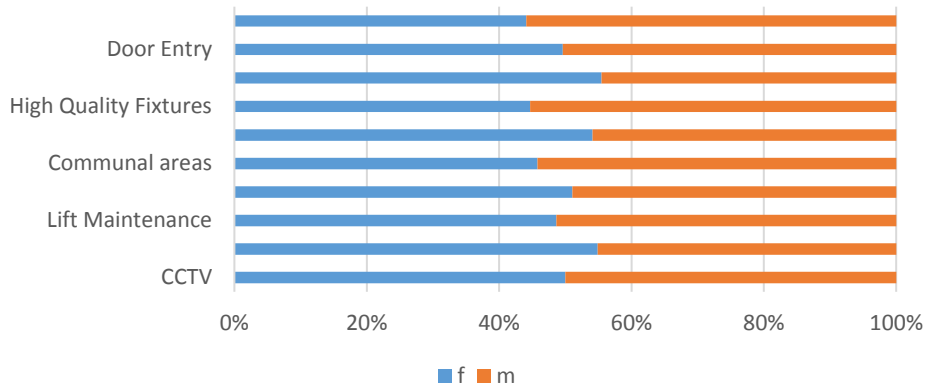
Distribution of responses by gender for most important statutory right



Number of mentions of tenancy terms/areas by gender

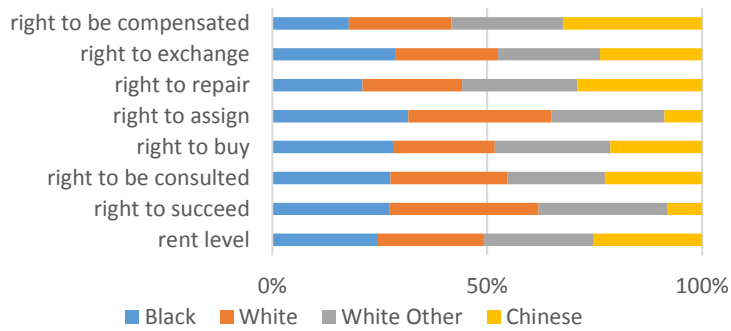


Distribution of responses by gender for most important service

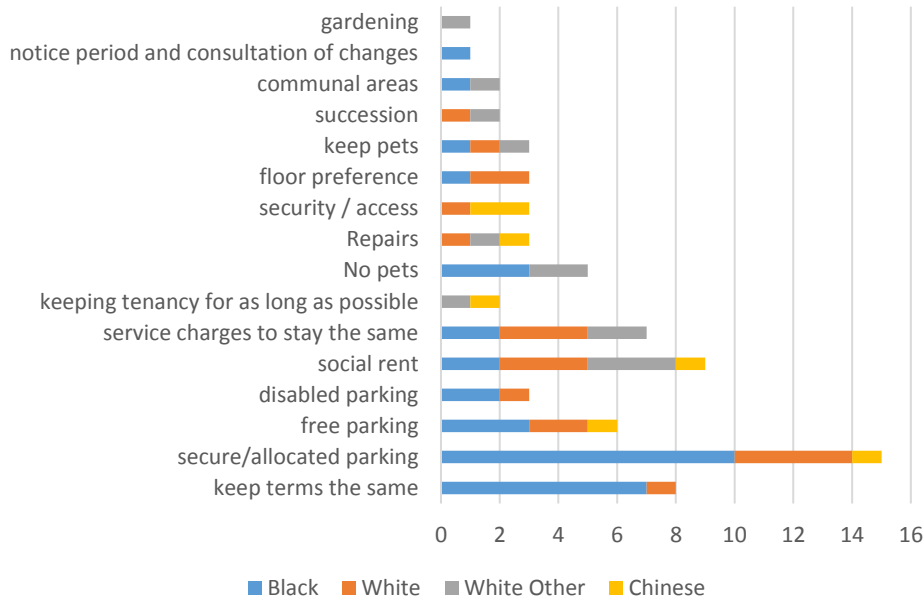


Ethnicity Analysis

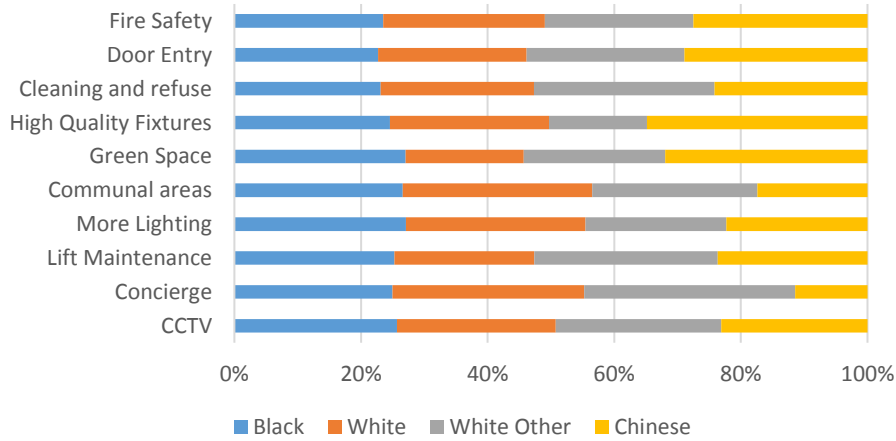
Distribution of responses by ethnicity for most important statutory right



Number of mentions of tenancy terms/areas by ethnicity

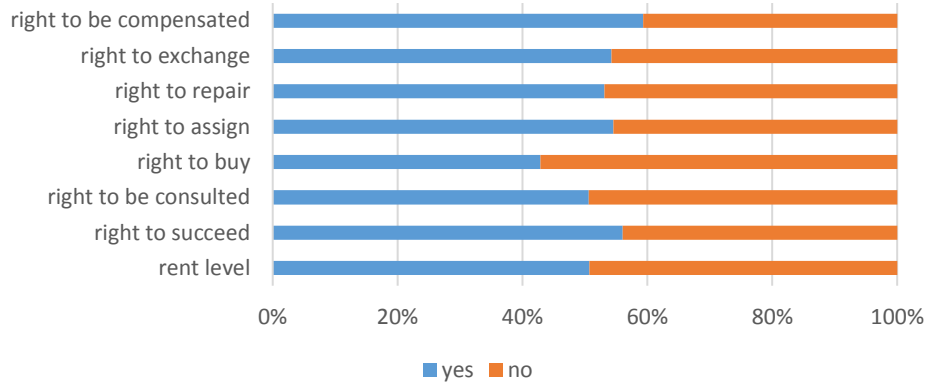


Distribution of responses by ethnicity for most important services

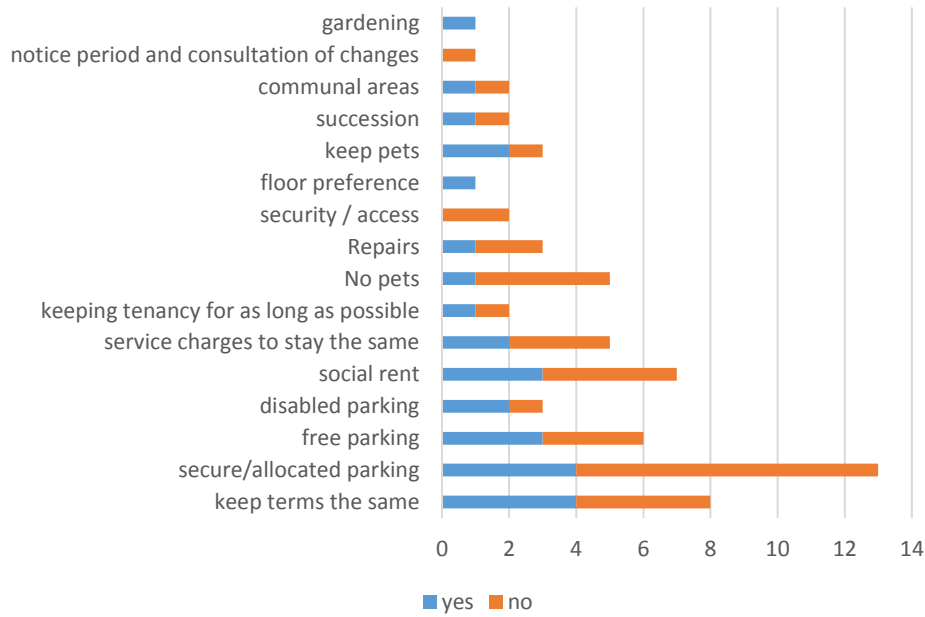


Disability Analysis

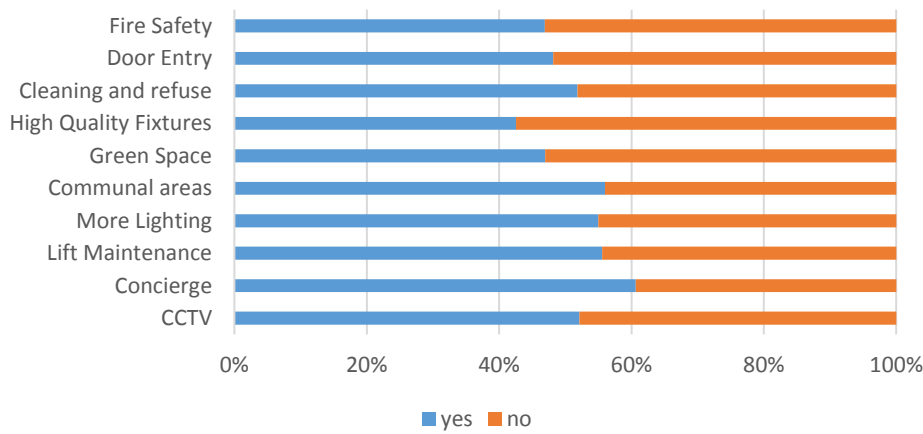
Distribution of responses by disability for most important statutory right



Number of mentions of tenancy terms/areas by disability



Distribution of responses by disability for most important services



Notable points from the Equalities data analysis

Protected Characteristic	S.105 questions asking residents what is most important to them		
	Statutory Rights	Tenancy Terms <i>Note this is taken on number of mentions – so the results reflect the views of those who specified more terms.</i>	Services
Age <i>Note 3 respondents over age of 70.</i>	Distribution: Even Notable: - 70-84 year olds did not score anything for right to be compensated, right to assign or right to succeed. Although this is a sample size of 3.	Distribution: Uneven Notable: - 25-39 year olds care about pet policy but not about communal areas, succession and less about social rent (<i>are younger residents less worried about money?</i>) - 40-54 year olds want to keep terms the same and also to have free/allocated/secure/disabled parking more than other age groups. - 55-69 year olds were particularly concerned about social rent.	Distribution: Slightly uneven Notable: - 70-84 year olds did not score anything for door entry, high quality fixtures, communal areas, more lighting, lift maintenance or CCTV. Although this is a sample size of 3.

		- 70-84 year olds were the only age group to mention gardening and then only otherwise mentioned free/allocated/secure parking, as well as repairs and communal areas. Although this is a sample size of 3.	
Ethnicity	Distribution: Even Notable: None	Distribution: Uneven Notable: - 'White Other' (such as Turkish) respondents didn't mention parking which was by far the most mentioned tenancy area. Sample size of 7. - Black respondents did not mention security/access or repairs which each had three mentions.	Distribution: Even Notable: None
Gender	Distribution: Even Notable: None	Distribution: Fairly Even Notable: None	Distribution: Even Notable: None
Disability <i>Note over half of respondents have got a disability</i>	Distribution: Even Notable: None	Distribution: Slightly uneven Notable: - Both disabled and not disabled respondents mentioned disabled parking.	Distribution: Even Notable: None

HIGH

ROAD

WEST

SECTION 105 HOUSING ACT 1985
CONSULTATION ON THE OWNERSHIP
AND MANAGEMENT OF REPLACEMENT
SOCIAL RENTED HOUSING



LONDON BOROUGH OF HARING

**LOVE
LANE**

Contents

Introduction	4,5
What we would like you to do	6
About the consultation	7,8
Key considerations	9, 10, 11
Our preferred option	12
The High Road West regeneration scheme	13, 14
Glossary of terms	15



Introduction



Dear Secure Council Tenant

As you will be aware, in December 2014 we agreed a masterplan and regeneration proposals for the High Road West area which includes the Love Lane Estate.

Your feedback was overwhelming in support of regenerating the estate and building new homes, with 70% of residents supporting the change.

I believe that the plans, created in partnership with the community, will bring far reaching benefits to you and your neighbours, including new homes, job opportunities, new community and health facilities and a brand new Library and Learning Centre. But I want to continue to consult residents every step of the way about the future of High Road West.

Thank-you for being so involved and for working with us to create a Residents Charter, Residents Association and Design Guide and thank-you to those residents who have been involved in the procurement process to find a development partner to build the High Road West Scheme, helping us select three development partners from a long list of 6. I hope these residents will continue to be involved as we discuss the partners' proposals for High Road West and choose one partner.

In 2014, 90 Love Lane residents contributed to a list of 101 regeneration principles forming the Resident Charter. I took the Charter to the Council's Cabinet and the Cabinet agreed the Charter and committed to addressing all 101 principles. One of the key principles within the Charter was that 'existing council tenants should have the right to remain council tenants', our commitment was that 'whilst we are ambitious that replacement social housing in the masterplan area remains in council ownership we cannot guarantee this at this stage in the regeneration process.'

This means that I was always expecting to have further engagement and consultation with you on the ownership and management of the new homes when more information about the regeneration scheme was known.

The questions we are asking you today form part of this consultation and the next steps to delivering your new homes. I want to know what your thoughts are on the management and ownership of the new homes, whilst we are still talking to three potential development partners and are able to shape each partner's proposals.

The three potential development partners are; Barratt Developments Plc, Leandlease Developments Ltd and Linkcity (Bouygues). We are engaged in what is called a competitive dialogue process with the potential partners which means that your views will feed into those conversations and shape the final agreement with the selected developer for High Road West. We aim to select the partner in the summer.

The questions we are asking you today are the next steps to delivering your new homes, with the options clearly laid out in this document, and is formal consultation under section 105 Housing Act 1985.

I really look forward to hearing your views.

Cllr Alan Strickland
Cabinet Member for Housing and Regeneration



What we would like you to do



Please read this pack to help you understand the options we are considering and what this means for you.

Then, to make your views known to the council you can do one of the following:

- Complete a feedback form online at **www.tottenham.london/HRWConsultation**
- Complete the paper feedback form included with this pack and return in the supplied prepaid envelope
- Hand your form back in person to one of your Rehousing Officers, Sheila Miranda and Fatima Kirsarkye, who are based at the Grange 32-34a White Hart Lane, N17 8DP
- Hand your form back in person to your Independent Tenant and Leaseholder Association representative for the Love Lane Estate, Damian Tissier
- Email your views to **tottenhamregeneration@haringey.gov.uk**
- Write to:
**High Road West Consultation
Haringey Council
639 Enterprise Centre,
639 High Road,
London, N17 8AA**

The consultation ends on the 5 May 2017. Your feedback and views must be received by this date.

If you would like to speak to a Council Officer about the information within this pack you can:

- Attend one of the drop-in events (dates detailed below) where you can speak to a Council Officer on a one-to-one basis or Damian Tissier, the Independent Tenant and Leaseholder Advisor for the Love Lane Estate
- Arrange for your Rehousing Officer to visit you in your home.

Your Rehousing Officers' details and the dates of the drop-in sessions can be found below:

Drop in events will be held for Love Lane residents at the Grange, 32-34A White Hart Lane, Tottenham, London, N17 8DP, on the following dates:

- **Tuesday 4 April 2017, 12 noon – 4pm.**
A Turkish interpreter will be available
- **Thursday 20 April 2017, 7pm – 9pm.**
A Turkish interpreter will be available

To arrange for a Rehousing Officer to visit you in your home, please contact one of the Re-housing Officers on the contact details below:

- Sheila Miranda,
Email: **Sheila.miranda@haringey.gov.uk**
Tel: **020 8489 5298/ 078 9055 6506**
- Fatima Kirsarkye,
Email: **Fatima.kirsarkye@haringey.gov.uk**
Tel: **020 8489 2499/ 078 1265 9154**

If you would like this document in another language, please call **020 8489 5317**

About the consultation



What is the section 105 Housing Act 1985 consultation about/why am I being consulted?

When the High Road West regeneration scheme goes ahead it will mean all properties on the Love Lane estate will need to be demolished and new high quality replacement homes will be built.

As a secure council tenant on the Love Lane estate you have been provided with a range of rehousing options, one of which is to move to a high quality modern home in the High Road West regeneration area.

The consultation is about the ownership and management of the replacement social rented housing to be built in the new High Road West redevelopment and so will only apply to you if you

move into one of these homes. We have a duty to consult you under section 105 of the Housing Act 1985.

If you would like more information about the High Road West redevelopment and your rehousing options – please contact your rehousing officer (see page 6) or visit www.tottenham.london/HighRoadWest

Properties included in the consultation

This area includes the following properties on the Love Lane estate: Charles House, Ermine House, Moselle House, 2-32 Whitehall Street, 3-89 Whitehall Street, 4-18 Brereton Road, 2-28 Orchard Place, 9-39 White Hart Lane and Kathleen Ferrier Court.

What are the options I am being consulted on?

You are being consulted on who should buy and own the 145 replacement social rented homes on the High Road West redevelopment, and who therefore, would be the landlord of your new home, if you choose to be rehoused in one of the replacement homes.

We have two options:

- **Option 1: Haringey Council buys and owns the replacement social rented housing**
- **Option 2: A Housing Association buys and owns the replacement social rented housing**
Throughout this document we have used the term "Housing Association" by which we mean a private registered provider of social housing held on a government register (formerly known as housing associations or registered social landlords). Some are charitable bodies and others are not.

All of the feedback received will be used to inform discussions with the three bidders and subsequently the selected development partner and will inform the following decisions:

- Ownership and management of the replacement social rented housing to be council or Housing Association
- The management arrangements, i.e. services and service charge of the replacement social rented housing
- The tenancy terms of the replacement social rented housing if they are bought by a Housing Association, These terms can match or enhance your existing tenancy terms and can replicate your existing statutory (legal) rights by writing them into a contract with the Housing Association which will last the whole of your lifetime tenancy



Key considerations

Change of tenancy type

Currently you have a **secure tenancy** with Haringey Council as your landlord. Secure tenancies are provided for under the Housing Act 1985. If a Housing Association was to buy the social housing in High Road West, it would mean that the tenancy of your new home would not be a secure tenancy.

This is because Housing Associations cannot grant these forms of tenancy. Your new tenancy would be an **assured tenancy** and the property would be owned and managed by them. Assured tenancies are provided for under the Housing Act 1988.

Your existing secure tenancy with Haringey Council consists of statutory rights, which are set in law and include rights such as the right to buy, and your tenancy terms which are set by Haringey Council and include what you can and cannot do in your property (for example have pets in the property).

Existing Statutory rights

There are some statutory (legal) differences between a secure and an assured tenancy, which results in secure tenants having greater rights. However, it is possible to grant to an assured tenant similar rights to a secure tenancy. This can be done by different routes, in particular by including additional terms in the tenancy agreement. Where these routes are taken, **in practice secure and assured tenancies can feel the same.**

We want to reassure you that if we decide that your new landlord is to be a Housing Association, and not the Council, we will take all the steps we reasonably can to see that:

- Your new tenancy will be a lifetime tenancy
- Your rent, excluding service charge, will remain a "social rent", set at approximately the same level as if you were a council tenant i.e target rent
- You will have a similar right to buy your new property
- You will be able to pass your property to a successor e.g. spouse, civil partner, long term live-in partner in the same way as if the council was the landlord of your new property
- You will still have similar rights to be consulted on any changes to your tenancy terms and conditions

For more information about your Existing Statutory Tenancy rights contact your dedicated rehousing officers Sheila on **Sheila.Miranda@haringey.gov.uk** or Fatima on **Fatima.Kirsarkye@haringey.gov.uk**

You can also speak to the Independent Tenant and Leaseholder Association for the Love Lane Estate, Damian Tissier – **DamianTissier@gmail.com**



Existing Tenancy Terms

Currently you have a written Secure Tenancy Agreement with Haringey Council. This Agreement sets out the terms of your tenancy, i.e what you can and can't do and what the council can and cannot do. In this information pack this is what we mean by your 'Existing Tenancy terms'.

You are welcome to review your tenancy agreement for more information, but to remind you of what tenancy terms you have, examples of headings in the agreement are:

- Using your home
- Cleaning and Refuse
- Gardens and Outside Spaces
- Repairs
- Alterations and Improvements

Your Existing Tenancy terms can be found at www.tottenham.london/HRWconsultation

If the new social rented housing in High Road West is bought by a Housing Association, then you would have a new written Assured Tenancy Agreement with them. We will ensure that your rights in the Existing Tenancy Terms will be carried through into a new Assured Tenancy Agreement.

We want to reassure you that if we decide that your new landlord is to be a Housing Association, and not the Council, we will take all the steps we reasonably can to see that the tenancy terms remain the same, or are enhanced based on the feedback you provide.

For more information about tenancy terms contact your dedicated rehousing officers or to the Independent Tenant and Leaseholder Association representative.



Service package

The service package is the range of services provided to you as a tenant in your building and includes the costs directly related to your building that the landlord or their management company must pay for those services. These costs are called a service charge. The services provided could be things like repairing lifts, maintaining gardens and decorating the building and communal areas.

Currently your building is managed and maintained by Homes for Haringey. You already pay service charge but this is included with your rent and charged as a single sum.

If the social housing in High Road West is sold to a Housing Association, the housing will be managed by them. Your Assured Tenancy Agreement will require you to pay a service charge as a sum separate from your rent.

We are committed to ensuring that the service charge for the new homes within the development are affordable for all residents, however, due to the fact that there will be more services provided for tenants in an improved and more secure environment, it is likely that the cost will go up – this may be due to increased services such as CCTV, concierge, lift maintenance, cleaning and repairs, more lighting and lots of green space and planting.

If the replacement social rented housing is bought by the council, your service charge is likely to increase due to the reasons above and this will be added to your rental payment. If the replacement social rented housing is bought by a Housing Association, your service charge will likely increase for those same reasons and you will be charged this on top of your social rent (target rent).

Your feedback in this consultation can influence the services that are delivered for the replacement social rented housing in High Road West which would therefore influence the service charge. However the overall quality and service offer improvements mean that the service charge is still likely to increase.

We want to ensure that we provide safe, secure homes in an attractive and welcoming environment and provide the services you require at an affordable level. We have not yet agreed the design and level of services delivered through the High Road West Scheme, therefore your feedback in this consultation can influence the services that are delivered for the replacement social rented housing in High Road West which would consequently influence the service charge costs.

We would also add that whether the landlord of your new property is the council or a Housing Association you will also be required to pay for all energy bills and utilities costs.

We want to reassure you that we will get the best possible deal for tenants when negotiating a new service charge and service package.

Our preferred option

Financial implications

When we consulted in the autumn of 2014 a number of you expressed a desire that the council should be the landlord of the replacement social rented housing to be built on the High Road West development. Following the consultation our preference was also to own the replacement social rented housing. We have looked very carefully at this possibility and it is now our preferred option for a Housing Association to own this replacement housing due to the financial implications below.

The cost of the replacement social housing on the High Road West scheme is projected to be approximately £13m.

If this was to be council housing we would have to buy it back from the developer which would mean less money to spend or invest in current housing stock elsewhere in the Borough e.g. major works or repairs or building new houses.

We would like to undertake these activities to increase and improve our existing housing stock as well as having new regeneration schemes which can benefit as many residents in the borough as we can.



The High Road West regeneration scheme

What has happened so far?

In order to get to this point we have created a series of proposals, each informed by consultation with residents.

Spring 2012

Arup was appointed to help Haringey Council develop the High Road West masterplan and the process of developing a masterplan was commenced.

Spring 2012- September 2014

A series of consultation events were held with the local community to help shape the masterplan options and the final masterplan. These events included workshops, training, one-to-one meetings, drop-in sessions.

2013-2014

Haringey Council worked with Love Lane residents to develop the secure tenant and leaseholder guides and the Resident Charter.

September 2014

The Community Hub, at the Grange, 32-34A White Hart Lane, N17 8AD opens. In December 2014 and ongoing, the Love Lane rehousing team support residents from this central location and hub.

December 2014

The High Road West Masterplan was approved by Haringey Council's Cabinet. Included a Resident Charter which made the commitment that all secure council tenants on the Love Lane Estate will:

- Be offered a new, high quality, modern home in the redevelopment area that meets their needs
- Continue to pay social rent, not new affordable rents
- Continue to have a long-term tenancy
- Have a dedicated re-housing officer to support them through the whole moving process
- Receive home loss compensation, with all reasonable moving costs paid

December 2015

Approval by Cabinet of procurement of development partner for High Road West regeneration scheme.

Summer/ Autumn 2016

High Road West procurement process commenced to select a development partner.

October 2016

Resident representatives on a specially formed 'Design Panel' took part in dialogue sessions with six shortlisted bidders to feedback on the vision and designs proposed for High Road West.

January 2017

Three bidders are selected to continue in competitive dialogue. They are selected by scoring highest overall on the different elements of their propositions – including their response to the Resident Charter and Design Panel.

What stage are we at now?

From a longlist of six potential developers, we have shortlisted three. They are; Barratt Developments Plc, Lendlease Developments Ltd, Linkcity (Bouygues).

As part of the selection process the developers met with Love Lane residents and pitched their ideas to resident representatives on a specially formed 'Design Panel'.

In the Spring, the bidders will each submit a final tender document and these will be scored and independently moderated in order to reach a preferred bidder.

The final decision on which developer is chosen will be taken by Haringey Council's Cabinet in Summer 2017.

What happens with my comments on this consultation?

Your comments will feed into the decision by Haringey Council's cabinet on who should own the replacement social rented housing and therefore be the landlord of these properties. This will happen in summer 2017 alongside the Cabinet decision on

the preferred developer for the High Road West regeneration scheme.

We are holding this consultation now as your responses will shape discussions with the developers, inform their future plans and inform our decision regarding whether it should buy the replacement homes (and be your landlord) or whether a Housing Association should do so (and be your landlord).

We do not propose to consult you again on the precise identity of the Housing Association if the we do decide that that is the route to be taken. We do not consider it would be necessary because the chosen Housing Association would have to agree to honour the reassurances we have made in this consultation document. However the council and any future Housing Association will continue to work closely with existing Love Lane residents.

For your information the Housing Association that is potentially partnering with Barratt Developments Plc is L&Q (London & Quadrant), whilst Genesis is potentially partnering with Linkcity (Bouygues). These are both substantial, well-established Housing Associations.



Glossary of Terms

- **High Road West** – a proposed regeneration scheme covering 11 hectares broadly between Tottenham High Road and the railway line (White Hart Lane Station), running from Brereton Road in the south to the former Sainsbury's site in the north
- **Replacement social rented housing** – the new housing to be built in the High Road West regeneration scheme that has been allocated for current secure council tenants in the Love Lane estate and which will continue to offer social rents
- **Private registered provider** – a private provider of social housing held on a government register (formerly known as registered social landlords or Housing Associations). Some PRPs are charitable bodies and others are not
- **Secure tenancy** – Most council tenancies are secure tenancies. They carry certain statutory (legal) rights
- **Assured tenancy** – Most social tenancies granted by Housing Associations are assured tenancies. They are regulated and guided by government bodies but do not carry the same statutory rights as an assured tenancy
- **Existing Statutory rights** – statutory rights conferred on secure tenants which are not conferred in an identical way or at all on assured tenants
- **Existing Tenancy terms** – the rights and responsibilities contained within your current written Secure Tenancy Agreement
- **Tenancy Agreement** – the contract between a landlord and a tenant regarding the rights and responsibilities of both parties
- **Target Rent** – the Government's standard formula for setting social rents, including a standard rent increase formula
- **Succession** – the right to pass on the tenancy to a successor, usually a family member who is resident in the home
- **Right to buy** – the legal right to buy, at a discount, the home lived in by eligible secure council tenants
- **Assignment** – the legal transfer of a secure tenancy by an eligible secure council tenant to another person, who then becomes the secure tenant
- **Right to repair** – entitlement to have 'qualifying repair's undertaken and completed within a prescribed amount of time'
- **Right to exchange** – entitlement to swap a secure council home with another council or PRP tenant anywhere in the UK
- **Right to be compensated for improvements** – compensation for certain tenant improvements (to which consent was or should have been granted) that may be payable when a secure council tenancy comes to an end
- **Service charge** – a payment made by the tenant to the landlord or management company as a portion of the costs of servicing only the tenant's building e.g. repairing lifts, maintaining gardens and decorating the building and communal areas
- **Homes for Haringey** – Homes for Haringey is an Arms Length Management Organisation (ALMO), set up in April 2006 to manage Haringey's council housing
- **Concierge** – a security guard present in your building or protected neighbourhood
- **CCTV** – Close Circuit Television uses camera to provide surveillance
- **Door Entry** – the access into a secure building

HIGH

ROAD

WEST

Section 105 Consultation of Secure Council Tenants on the Love Lane Estate

Your views are very important to us and will be a key part of the final decision on ownership and management of the replacement social rented housing for Love Lane secure council tenants.

The options for ownership of the replacement social rented housing are either that Haringey Council, or that a Housing Association* buys and owns the housing.

Full information on the consultation and what it means for you can be found in the enclosed information pack. Please read the pack in full before answering the below questions.

If you would like this document in another language or large print please call **0208 489 5317**.

How to give your views

You can give your views by:

- Completing a feedback form online at **www.tottenham.london/HRWconsultation**
- Completing the paper feedback form included with this pack and return in the supplied prepaid envelope

- Hand your form back in person to your rehousing officers, **Sheila Miranda** or **Fatima Kirsarkye**, who are based at the Grange 32-34a White Hart Lane, N17 8DP
- Hand your form back in person to your Independent Tenant and Leaseholder Association representative for the Love Lane Estate, Damian Tissier
- Emailing your views to **tottenhamregeneration@haringey.gov.uk**
- Writing to: High Road West Consultation
Tottenham Regeneration
Enterprise Centre
639 High Road
London, N17 8AA

If you need assistance in completing this form please contact **Lauren Schnieder** by emailing: **Lauren.Schnieder@haringey.gov.uk** or calling **020 8489 5317** or come to one of the drop-in events where officers will be available to help.

Please note: Only one feedback form will be considered per person.

All data responses will be reported anonymously.

The consultation ends on the **5TH MAY 2017**. Your feedback and views must be received by this date.

*A Housing Association is legally referred to as a private registered provider but we will use the term "Housing Association" throughout this document.

FEEDBACK SHEET

There is information to help you answer these questions in the information pack and definitions in the glossary of terms. If you are unsure please feel free to contact us to talk it through.

Question 1: Existing Statutory Rights preference

a) We want to ensure that your Existing Statutory Rights are matched, as far as possible, for the replacement social rented housing. Please rank these Existing Statutory rights in order of importance to you, where 1 is most important and 9 is least important.

- Rent Level
- Right to Succeed
- Right to be consulted on matters affecting your tenancy
- Right to Buy
- Right to assign
- Right to repair
- Right to exchange
- Right to be compensated for improvements
- Other (please state):

Question 2: Ownership preference in relation to Existing Statutory Rights

a) We aim to ensure that any Housing Association that would like to buy the replacement social housing will match, as far as possible, your Existing Statutory Rights so that the tenancy feels the same.

Taking this into account, do you have a preference who owns the replacement social rented housing?

Yes No Don't Know

b) If yes what is your preference and why?

- Housing Association buys and owns the replacement social rented housing
- Council buys and owns the replacement social rented housing

Reasons why:

FEEDBACK SHEET

Question 3: Existing Tenancy Terms preference

a) Please note we are aiming to match, as far as possible, your tenancy terms.

We would like to know which tenancy terms are most important to you or if you would like those terms changed in any way?

For example – how you use your home, whether you can keep pets, whether you have parking and what recharges there are.

Visit www.tottenham.london/HRWconsultation to look at your existing Tenancy Terms.

Question 4: Ownership preference in relation to Existing Tenancy Terms

a) We aim to ensure that any Housing Association seeking to buy the replacement social housing will match, as far as possible, your Existing Tenancy Terms so that the tenancy feels the same.

In light of this, do you have a preference who owns the replacement social rented housing?

Yes No Don't Know

b) If yes what is your preference and why?

- Housing Association buys and owns the replacement social rented housing
- Council buys and owns the replacement social rented housing

Reasons why:

FEEDBACK SHEET**Question 5: Services preference**

a) We want to ensure that you are provided with the services that are important to you. Please rank these services in order of preference where 1 is most important and 11 is least important.

- CCTV
- Concierge
- Lift maintenance
- More lighting
- Communal area decoration
- Green space and planting
- High quality fixtures and finish
- Cleaning and refuse
- Door entry
- Fire safety
- Other (please state):

Question 6: Ownership preference in relation to service package

a) We do not know how much the service charge will be for the replacement social rented housing if either Haringey Council or if a Housing Association owns the replacement homes. However the service charge will reflect the level of service and will only apply to services for your building. We will seek to get the best possible deal on the service package for tenants in the new High Road West homes by negotiating the services you require.

In light of this, do you have a preference who owns the replacement social rented housing?

Yes No Don't Know

b) If yes what is your preference and why?

- Housing Association buys and owns the replacement social rented housing
- Council buys and owns the replacement social rented housing

Reasons why:

FEEDBACK SHEET

Question 7: Ownership preference in relation to service package

a) When you consider the financial cost to the Council of buying the replacement social rented housing and the impact this may have on the Council's existing and future housing stock, do you have a preference for who owns the replacement housing?

Yes No Don't Know

b) If yes what is your preference and why?

- Housing Association buys and owns the replacement social rented housing
- Council buys and owns the replacement social rented housing

Reasons why:

Question 8: Overall view

a) Taking all of the above considerations into account, do you have a preference as to who owns the replacement housing?

Yes No Don't Know

b) If yes what is your preference and why?

- Housing Association buys and owns the replacement social rented housing
- Council buys and owns the replacement social rented housing

Reasons why:

Personal Details

Full name:

Address

FEEDBACK SHEET**YOUR INFORMATION**

Age Prefer not to say

Do you consider yourself to have a disability?

Yes No Prefer not to say

Sex

Female Male Prefer not to say

Ethnicity – please tick the box that best describes your ethnic group:

White

British Irish

White other

Greek Greek/Cypriot Turkish Turkish/Cypriot
 Kurdish Gypsy/Roma Irish Traveller
 Other (please specify):

Black

Caribbean African British
 Other (please specify):

Asian

Indian Pakistani East African Asian
 Bangladeshi British
 Other (please specify):

Chinese or Other Ethnic Group

Chinese
 Any other ethnic background
 (please specify):

Mixed

White & Black African White & Asian White & Black Caribbean
 Other (please specify):
 Prefer not to say

DATA PROTECTION

We will not process information for any purpose other than that for which it was collected and we will not pass it on to third parties other than those delivering services on our behalf (without permission).

HIGH

ROAD

WEST

CONSULTATION ON THE OWNERSHIP AND MANAGEMENT OF THE NEW SHARED EQUITY HOUSING



Contents

Introduction	3
What we would like you to do	4
About the consultation	5
What might affect my views?	6,7
Our preferred option	8
The High Road West regeneration scheme	9
Glossary of terms	11

Introduction



Dear Resident Leaseholder

As you will be aware, in December 2014 we agreed a masterplan and regeneration proposals for the High Road West area which includes the Love Lane Estate.

Your feedback was overwhelming in support of regenerating the estate and building new homes, with 70% of residents supporting the change.

I believe that the plans, created in partnership with the community, will bring far reaching benefits to you and your neighbours, including new homes, job opportunities, new community and health facilities and a brand new Library and Learning Centre. But I want to continue to consult you every step of the way about the future for High Road West.

Thank-you for being so involved and for working with us to create a Residents Charter, Residents Association and Design Guide and thank –you to the Love Lane residents who have been involved in the procurement process to find a development partner to build the High Road West Scheme, helping us select three development partners from a long list of 6. I hope these residents will continue to be involved as we discuss the partners' proposals for High Road West and choose one partner.

I am now seeking your views on the affordable replacement homes, which will be built in the High Road West regeneration area, and made available to existing resident leaseholders on the Love Lane Estate.

I am committed to ensuring that existing resident leaseholders are able to stay within the regeneration area should they wish, therefore, your views on the ownership and management and terms of the replacement homes are important to me.

We are currently in the process of selecting a development partner for High Road West and there are three remaining bidders. They are; Barratt Developments Plc, Lendlease Developments Ltd and Linkcity (Bouygues). We are engaged in what is called a competitive dialogue process with the potential partners which means that your views will feed into those conversations and shape the final agreement with the selected developer for High Road West.

The views you give during this consultation will also feed into the leaseholder offer. We will complete a 6 week consultation on the leaseholder offer once it is further developed in the summer.

The questions we are asking you today are the next steps to delivering your new homes, with the options clearly laid out in this document.

I really look forward to hearing your views.

Cllr Alan Strickland
Cabinet Member for Housing and Regeneration

What we would like you to do



Please read this pack to help you understand the options we are considering and what this means for you.

To give your feedback on this consultation you can do one of the following:

- Complete a feedback form online **www.tottenham.london/HRWconsultation**
- Complete the paper feedback form included with this pack and return in the supplied prepaid envelope
- Hand your form back in person to your Rehousing Officer, Lin Edwards or Lauren Schnieder, Engagement Officer, who are based at the Grange, 32-34A White Hart Lane, Tottenham, London, N17 8DP
- Hand your form back in person to your Independent Tenant and Leaseholder Association representative for the Love Lane Estate, Damian Tissier
- Email your views to: **tottenhamregeneration@haringey.gov.uk**
- Write to: **High Road West Consultation Haringey Council, 639 Enterprise Centre, 639 High Road, London, N17 8AA**

The consultation ends on the 5 May 2017. Your feedback and views must be received by this date.

If you would like to speak to a council officer about the information within this pack you can:

- Attend one of the drop-in events (dates detailed below) where you can speak to a council officer on a one-to-one basis or Damian Tissier, the Independent Tenant and Leaseholder Advisor for the Love Lane Estate;

- Arrange for your dedicated Rehousing Officer to visit you in your home

Your Rehousing Officer's details and the dates of the drop-in sessions can be found below:

Drop in events will be held for Love Lane residents at the Grange, 32-34A White Hart Lane, Tottenham, London, N17 8DP, on the following dates:

- **Tuesday 4 April 2017, 12 noon – 4pm.**
A Turkish interpreter will be available
- **Thursday 20 April 2017, 7pm – 9pm.**
A Turkish interpreter will be available

Lin Edwards, Leaseholder Rehousing Officer
Email: **Lin.Edwards@haringey.gov.uk**
Tel: **020 8489 5317**

If you would like this document in another language or large print call **020 8489 5317**.

All of the feedback received will help to inform discussions with the three bidders and subsequently the selected development partner.

The feedback will influence the following decisions:

- Ownership and management of the new shared equity housing to be council or Housing Association
- The management arrangements, i.e. services and service charge for the new shared equity housing
- The terms of the shared equity offer

About the consultation

What is the consultation about and why am I being consulted?

When the High Road West regeneration scheme goes ahead it will mean all properties on the Love Lane estate will need to be demolished and new high quality homes will be built.

As a resident leaseholder on the Love Lane estate you have been provided, within the Leaseholder Guide 2014, a range of housing options, which include:

- **Option 1:** Purchase a new home in the High Road West area (either shared equity or shared ownership)
- **Option 2:** Purchase a low-cost ownership home built by the council
- **Option 3:** Leasehold swap
- **Option 4:** Purchase a property elsewhere

These options are still available to you and are being further developed by us through the development of the Leaseholder Offer, which we will consult with you on further later in the Summer.

This consultation focuses ONLY on Option 1 – to purchase a new home in the High Road West regeneration area.

Since writing the Leaseholder Guide we have committed to ensuring that the High Road West Scheme delivers a minimum of 46 shared equity units for, in the first instance, resident leaseholders on the Love Lane Estate.

The consultation is about the ownership and management of these replacement shared equity housing and so will only apply to you if you move into one of these homes.

If you would like more information about the High Road West redevelopment and your housing options – please contact your dedicated Rehousing Officer Lin Edwards or visit www.tottenham.london/HighRoadWest

Properties included in the consultation

This area includes the following properties on the Love Lane estate: Charles House, Ermine House, Moselle House, 2-32 Whitehall Street, 3-89 Whitehall Street, 4-18 Brereton Road, 2-28 Orchard Place, 9-39 White Hart Lane and Kathleen Ferrier Court.

What are the ownership options I am being consulted on?

You are being consulted on who should own the replacement shared equity housing on the High Road West redevelopment.

We have two options:

- **Option 1: Haringey Council buys and owns the new Shared Equity Housing**
- **Option 2: A Housing Association buys and owns the new Shared Equity Housing**

This is legally referred to as a private registered provider but we will use the term "Housing Association" throughout this document.

Are there relevant future consultations?

Yes – we are currently developing a detailed leaseholder offer which you will be consulted on later on in the year.

The leaseholder offer is a document being developed which sets out the details of what we are offering to leaseholders on the Love Lane Estate. The offer is for all leaseholders but there are additional options for resident leaseholders.

It will build on the options presented the Leaseholder Guide (freely available online and by request) which was sent to all leaseholders in 2014. The Leaseholder Guide sets out that as a resident leaseholder you will:

- Be offered the market value of your home
- Receive a 10% Home-loss compensation
- Be offered the opportunity to purchase a new affordable replacement home in the regeneration area

The leaseholder offer will include much more detail on the procedures for the council acquiring your property as well as your financial entitlements and options for moving.

We will be consulting you on the leaseholder offer later this year.

What might affect my views?

What is a shared equity property?

A 'shared equity' property is a housing option where the resident leaseholder pays for a proportion of the property and the rest is funded by an equity loan.

What is the typical process for getting a shared equity property?

To purchase a shared equity home, typically resident leaseholders would use the funds from the sale of their existing property (market value plus 10%) to buy a property in the new development. This includes continuing to invest the same level of mortgage borrowing they hold in their current property.

If the cost of a new property is higher than the amount received from the Council for their

existing property, then the Council or a Housing Association, would hold on to a share of the new property. No rent or interest would be charged on the share of the property that the council holds.

Under this arrangement leaseholders can purchase a new, higher value property without increasing their existing level of borrowing. If leaseholders want to invest more in the new property then leaseholders are able to do so.

Leaseholders have the opportunity to increase their share in the property over time by gradually buying up the council's equity share.

See diagram below for example on how shared equity works.

Existing home compensation

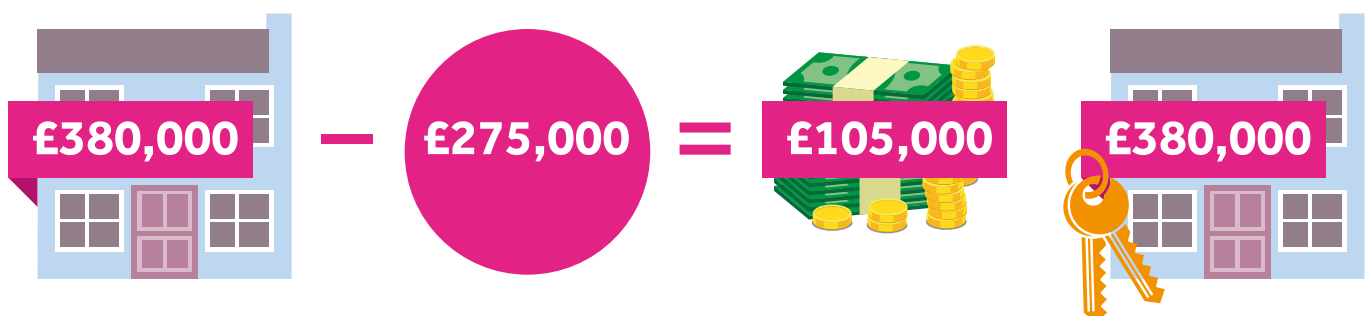


Your home is valued as being worth £250,000

You will receive £25,000 Home Loss compensation (10% of market value)

You will receive a total of £275,000 compensation

You can use your money to buy a new home in the regeneration area



the new home in the regeneration area is valued as being worth £380,000

You would need to put in your full compensation package of £275,000

Haringey Council, a Housing Association would contribute £105,000

You will own 72% of the property and Haringey Council or a Housing Association would own 18% of the property.

You have the opportunity to increase your share in the property over time by gradually buying the Council's or Housing Association's equity share.

The values used in the illustration are indicative and do not necessarily reflect the value of your home.

Developing the detailed terms for the new shared equity homes in High Road West

The council will ensure that the terms of any future shared equity homes are subject to consultation with resident leaseholders. These terms will need to be met regardless of whether Haringey Council or the Housing Association own the homes.

Whilst we are still developing these terms, they are likely to include the following:

- The leaseholder will not be required to make repayments on the equity loan and it only needs to be paid upon sale of the property
- The leaseholder will be able to increase their share of the property at any time subject to valuation
- The leaseholder will have the right to succession (pass the property on to a family member, who resides in the home)
- The property will have the same number of bedrooms as the leaseholder's existing property. If the leaseholder would like to increase the number of bedrooms, they should be offered a shared ownership arrangement

Service package

The service package is the range of services provided to you as leaseholder in your building and includes the costs directly related to your building that the landlord or their management company must pay for those services. These costs are called a service charge. The services provided could be things like repairing lifts, maintaining gardens and decorating the building and communal areas.

Currently your building is managed and maintained by Homes for Haringey. You already pay service charge to Homes for Haringey for the service they provide.

If the shared equity homes in High Road West are sold to a Housing Association, the housing will be managed by them.

We are committed to ensuring that the service charge for the new homes within the development are affordable for all residents, however, due to the fact that there will be more services provided for residents in an improved and more secure

environment, it is likely that the cost will go up – this may be due to increased services such as CCTV, concierge, lift maintenance, cleaning and repairs, more lighting and lots of green space and planting.

If the new shared equity housing is bought by the Council or a Housing Association, it is likely in both instances, your service charge will increase due to the reasons listed above. This will be charged to you.

Your feedback in this consultation will influence the services that are delivered for the replacement social rented housing in High Road West which would therefore influence the service charge. However the overall quality and service offer improvements mean that the service charge is still likely to increase.

We want to reassure you that we will get the best possible deal for leaseholders when negotiating a new service package.

For more information about the shared equity offer or the service package contact your dedicated Rehousing Officers:

- Lin Edwards
Email: Lin.Edwards@haringey.gov.uk
Tel: **020 8489 8272**
- Lauren Schnieder
Email: Lauren.Schnieder@haringey.gov.uk
Tel: **020 8489 5008/07725 269 569**

Or you can speak to the Independent Tenant and Leaseholder Association for the Love Lane Estate, Damian Tissier – damiantissier@gmail.com



Our preferred option

Financial implications

It is our preferred option for a Housing Association to buy and own the replacement shared equity housing to be built on the High Road West development.

This is due to the fact that we would need to buy the 46 shared equity homes from the developer. This would be a significant cost and would mean less money to spend or invest in current housing stock e.g. major works or repairs or building new houses.

We would like to undertake these activities to increase and improve housing as well as having the new regeneration schemes.

We believe that a Housing Association would be able to offer a high quality service across the whole of the High Road West Development and will benefit from the scale of the development. If the developer and housing association partner own and manage the whole site, the operation will warrant a dedicated team that all High Road West residents will benefit from.



The High Road West regeneration scheme

What has happened so far?

In order to get to this point we have created a series of proposals, each informed by consultation with residents.

Spring 2012

Arup was appointed to help Haringey Council develop the High Road West masterplan and the process of developing a masterplan was commenced.

Spring 2012- September 2014

A series of consultation events were held with the local community to help shape the masterplan options and the final masterplan. These events included workshops, training, one-to-one meetings, drop-in sessions.

2013- 2014

Haringey Council worked with Love Lane residents to develop the secure tenant and leaseholder guides and the Resident Charter.

September 2014

The Community Hub, at the Grange, 32-34A White Hart Lane, N17 8AD opens. In December 2014 and ongoing, the Love Lane rehousing team support residents from this central location and hub.

December 2014

The High Road West Masterplan was approved by Haringey Council's Cabinet. Included a Resident Charter which made the commitment that all secure council tenants on the Love Lane Estate will:

- Be offered a new, high quality, modern home in the redevelopment area that meets their needs
- Continue to pay social rent, not new affordable rents
- Continue to have a long-term tenancy
- Have a dedicated re-housing officer to support them through the whole moving process
- Receive home loss compensation, with all reasonable moving costs paid

December 2015

Approval by Cabinet of procurement of development partner for High Road West regeneration scheme.

Summer/ Autumn 2016

High Road West procurement process commenced to select a development partner.

October 2016

Resident representatives on a specially formed 'Design Panel' took part in dialogue sessions with six shortlisted bidders to feedback on the vision and designs proposed for High Road West.

January 2017

Three bidders are selected to continue in competitive dialogue. They are selected by scoring highest overall on the different elements of their propositions – including their response to the Resident Charter and Design Panel.

What stage are we at now?

From a longlist of six potential developers, we have shortlisted three. They are; Barratt Developments Plc, Lendlease Developments Ltd, Linkcity (Bouygues).

As part of the selection process the developers met with Love Lane residents and pitched their ideas to resident representatives on a specially formed 'Design Panel'.

In the Spring, the bidders will each submit a final tender document and these will be scored and independently moderated in order to reach a preferred bidder.

The final decision on which developer is chosen will be taken by Haringey Council's Cabinet in Summer 2017.

What happens with my comments on this consultation?

Your comments will feed into the decision by Haringey Council Cabinet on who should own

the replacement shared equity housing. This will happen in Summer 2017 alongside the Cabinet decision on the preferred developer for the High Road West regeneration scheme.

We are holding this consultation now as your responses will shape discussions with the developers and inform their future plans.



Glossary of Terms

- **High Road West** – a proposed regeneration scheme covering 11 hectares broadly between Tottenham High Road and the railway line (White Hart Lane Station), running from Brereton Road in the south to the former Sainsbury's site in the north.
- **New shared equity housing** – the new housing to be built in the High Road West regeneration scheme that has been allocated for current resident leaseholders.
- **Shared equity property** – a housing option where the leaseholder pays for a proportion of the property and the rest is funded by an equity loan.
- **Private registered provider** – a private provider of social housing held on a government register (formerly known as registered social landlords or Housing Associations). Some PRPs are charitable bodies and others are not.
- **Housing Association** – this is the commonly used term to describe a registered provider of social housing.
- **Succession** – the right to pass on the shared equity homes to a successor, usually a family member who is resident in the home.
- **Service charge** – a payment made by the resident to the landlord or management company as a portion of the costs of servicing only the tenant's building e.g. repairing lifts, maintaining gardens and decorating the building and communal areas.
- **Homes for Haringey** – Homes for Haringey is an Arm's Length Management Organisation (ALMO), set up in April 2006 to manage Haringey's council housing.
- **Concierge** – a security guard present in your building or protected neighbourhood.
- **CCTV** – Close Circuit Television uses camera to provide surveillance.
- **Door Entry** – the access into a secure building.

HIGH

ROAD

WEST

Consultation of Resident Leaseholders on the Love Lane Estate

Haringey Council are seeking your views on the ownership and management of the shared equity homes that will be available for resident leaseholders currently living on the Love Lane Estate.

As set out in the information pack, moving to a shared equity home is just one of the rehousing options for resident leaseholders and is the option we are seeking feedback on as part of this consultation.

Your views are very important to us and will be a key part of the final decision regarding who will own the replacement shared equity homes. The options for ownership of the replacement shared equity housing are either that Haringey Council, or that a Housing Association* buys and owns the housing.

Your feedback will also be used to help us develop the detailed terms for the shared equity homes which will be included within the leaseholder offer. We will be consulting all Love Lane leaseholders on the leaseholder offer later in the Summer.

Full information on the consultation and what it means for you can be found in the enclosed information pack.

Please read the pack in full before answering the below questions.

If you would like this document in another language or large print contact Lauren Schneider on **020 8489 5008**.

How to give your views

You can give your views by:

- Completing a feedback form online at **www.tottenham.london/HRWconsultation**
- Completing the paper feedback form included with this pack and return in the supplied prepaid envelope
- Handing your form back in person to your rehousing officer, Lin Edwards or Lauren Schnieder, Engagement Officer, who are based at the Grange (address below)
- Handing your form back in person to your Independent Tenant and Leaseholder Association representative for the Love Lane Estate, Damian Tissier
- Emailing your views to **tottenhamregeneration@haringey.gov.uk**
- Writing to: High Road West Consultation
Tottenham Regeneration
Enterprise Centre
639 High Road
London, N17 8AA

If you need assistance in completing this form please contact **Lauren Schnieder** by emailing: **Lauren.Schnieder@haringey.gov.uk** or calling **020 8489 5317** or come to one of the drop-in events where officers will be available to help.

Please note: Only one feedback form will be considered per person.

All data responses will be reported anonymously.

The consultation ends on the **5TH MAY 2017**. Your feedback and views must be received by this date.

*A Housing Association is legally referred to as a private registered provider but we will use the term "Housing Association" throughout this document.

FEEDBACK SHEET

There is information to help you answer these questions in the information pack and definitions in the glossary of terms. If you are unsure please feel free to contact us to talk it through.

Question 1: Our ambitions for your new shared equity home

The statements below set out the Council's ambitions for the terms of the shared equity offer to resident leaseholders. Please respond to each of the ambitions laid out below with how far you agree with each. Please mark on the scale where 1 is do not agree and 5 is completely agree. Feel free to comment on your reasons why.

- a) Resident leaseholders should not be required to make repayments on the equity loan and it only needs to be paid upon sale of the property.

Do not agree 1 2 3 4 5 Completely agree

Reasons why:

- b) Resident leaseholders should be able to increase their share of the property at any time subject to a valuation being completed.

Do not agree 1 2 3 4 5 Completely agree

Reasons why:

- c) Resident leaseholders should have the right to succession.

Do not agree 1 2 3 4 5 Completely agree

Reasons why:

- d) Resident leaseholders should be offered a property with the same number of bedrooms as the leaseholder's existing property. If the leaseholder would like to increase the number of bedrooms, they should be offered a shared ownership arrangement.

Do not agree 1 2 3 4 5 Completely agree

Reasons why:

- e) Do you have any other comments you would like to make on the terms of the shared equity offer?

Reasons why:

FEEDBACK SHEET

Question 2: Services preference

- a) We want to ensure that you are provided with the services that are important to you. Please rank these services in order of preference where 1 is most important and 11 is least important.

- CCTV
- Concierge
- Lift maintenance
- More lighting
- Communal area decoration
- Green space and planting
- High quality fixtures and finish
- Cleaning and refuse
- Door entry
- Fire safety
- Other (please state):

Question 3: Ownership preference in relation to service package

- a) We do not know how much the service charge will be for the shared equity housing if either Haringey Council or if a Housing Association owns the homes. However the service charge will reflect the level of service and will only apply to services for your building. We will seek to get the best possible deal on the service package for tenants in the new High Road West homes by negotiating the services you require.

In light of this, do you have a preference who owns the shared equity housing?

Yes No Don't Know

- b) If yes what is your preference and why?

- Housing Association buys and owns the shared equity housing
- Council buys and owns the shared equity housing

Reasons why:

FEEDBACK SHEET**YOUR INFORMATION**

Age Prefer not to say

Do you consider yourself to have a disability?

Yes No Prefer not to say

Sex

Female Male Prefer not to say

Ethnicity – please tick the box that best describes your ethnic group:

White

British Irish

White other

Greek Greek/Cypriot Turkish Turkish/Cypriot
 Kurdish Gypsy/Roma Irish Traveller

Other (please specify):

Black

Caribbean African British

Other (please specify):

Asian

Indian Pakistani East African Asian
 Bangladeshi British

Other (please specify):

Chinese or Other Ethnic Group

Chinese

Any other ethnic background
(please specify):

Mixed

White & Black African White & Asian White & Black Caribbean

Other (please specify):

Prefer not to say

DATA PROTECTION

We will not process information for any purpose other than that for which it was collected and we will not pass it on to third parties other than those delivering services on our behalf (without permission).

EQUALITY IMPACT ASSESSMENT

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to the need to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advancing equality of opportunity for those with 'protected characteristics' and those without them
- Fostering good relations between those with 'protected characteristics' and those without them.

This is known as the **Public Sector Equality Duty**.

In addition, the Council complies with the Marriage (Same Sex Couples) Act 2013.

Stage 1 – Screening

Please complete the equalities screening form. If screening identifies that your proposal is likely to impact on protected characteristics, please proceed to stage 2 and complete a full Equality Impact Assessment (EqIA).

Stage 2 – Full Equality Impact Assessment

An EqIA provides evidence for meeting the Council's commitment to equality and the responsibilities under the Public Sector Equality Duty.

When an EqIA has been undertaken, it should be submitted as an attachment/appendix to the final decision making report. This is so the decision maker (e.g. Cabinet, Committee, senior leader) can use the EqIA to help inform their final decision. The EqIA once submitted will become a public document, published alongside the minutes and record of the decision.

Please read the Council's Equality Impact Assessment Guidance before beginning the EqIA process.

1. Responsibility for the Equality Impact Assessment

Name of proposal	High Road West Regeneration Scheme
Service area	Regeneration
Officer completing assessment	Clare Askew
Equalities/ HR Advisor	Paul Green, Policy and Equalities Officer
Cabinet meeting date (if applicable)	12 th September 2017
Director/Assistant Director	Helen Fisher, Director of Regeneration

2. Summary of the proposal

Please outline in no more than 3 paragraphs

- The proposal which is being assessed*
- The key stakeholders who may be affected by the policy or proposal*
- The decision-making route being taken*

The High Road West (HRW) Regeneration Scheme (“the Scheme”) has been developed over five years with continuous resident and community consultation and engagement.

The key Cabinet decisions relating to the Scheme have been:

- 16th December 2016- Tottenham Housing Zone Phase 2- North Tottenham
- 15th December 2015 Cabinet Report- High Road West Regeneration Scheme Update and Next Steps
- 16th December 2014 Cabinet Report- High Road West Regeneration Scheme- Masterplan and Next Steps
- 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.

The Scheme will deliver the comprehensive regeneration of the HRW area. The area covers 11 hectares of land including Love Lane Estate, which is south of White Hart Lane, and then extensive light industrial land to the north.

The recommendations within the Cabinet report relate to the disposal of land and the selection of a preferred bidder, who will eventually deliver a range of measures for the identified and surrounding areas. The following have significant equality implications:

- The disposal of housing land
- Over 2,500 high-quality, sustainable homes being built
- At least 750 affordable homes (a net increase of 539) being built
- 191 high quality, replacement homes for council tenants and resident leaseholders which meet resident aspirations as set out in the Resident Charter and will be built to new fire and safety standards
- £10m of funding for social and economic support for both businesses and residents, including a contribution of c.£8m for supporting the Tottenham People Priority overall commitments
- A cutting edge new library and learning centre and a refurbished Grange Community Hub which will provide improved community facilities early in the Scheme
- 143,500sqft of green spaces for the community including a large new linear community park with an outdoor gym, children’s play area and Grange Gardens; a safe, central green space for local people
- A welcoming new civic square which will be an important focus of local events and activities, bringing the community together, promoting cultural activities and enhancing activity and safety at night

- Over 130,000sqft of commercial, retail and leisure space throughout the Scheme providing a wide range of leisure, employment space, shops, cafes and restaurants around a new civic square
- £500k of investment in the town centre and also a £500k fund for events and activities, as well as meanwhile uses which will revitalise the local centre during construction and afterwards
- Over 3,300 construction jobs and more than 500 end-user jobs once the development is complete
- High quality new industrial and maker/artisan space to support businesses from the existing Peacock Industrial Estate.

3. What data will you use to inform your assessment of the impact of the proposal on protected groups of service users and/or staff?

Protected group	Service users	Staff
Sex	<ul style="list-style-type: none"> ▪ Ward profile data (Census 2011; ONS Indices of Multiple Deprivation) ▪ Tenant and Leaseholder demographic information held by the Council's housing management data system (HfH) and by the HRW Rehousing Team ▪ Haringey JSNA ▪ HaringeyStat, June 2016 	N/A
Gender Reassignment	We do not hold this data. The Equality and Human Rights Commission have published a national estimate.	N/A
Age	<ul style="list-style-type: none"> ▪ Ward profile data (Census 2011; ONS Indices of Multiple Deprivation) ▪ Tenant and Leaseholder demographic information held by the Council's housing management data system (HfH) and by the HRW Rehousing Team ▪ Haringey JSNA 	N/A
Disability	<ul style="list-style-type: none"> ▪ Ward profile data (Census 2011; ONS Indices of Multiple Deprivation) ▪ Tenant and Leaseholder demographic information held by the Council's housing management data system (HfH) and by the HRW Rehousing Team ▪ Haringey JSNA 	N/A

	<ul style="list-style-type: none"> ▪ Mosaic 2015 segmentation, (ESA Mental Health claimants/Depression) ▪ HaringeyStat, June 2016 	
Race & Ethnicity	<ul style="list-style-type: none"> ▪ Ward profile data (Census 2011; ONS Indices of Multiple Deprivation); ▪ Tenant and Leaseholder demographic information held by the Council's housing management data system (HfH) and by the HRW Rehousing Team ▪ Haringey JSNA 	N/A
Sexual Orientation	<ul style="list-style-type: none"> ▪ ONS Annual Population Data 2016 	N/A
Religion or Belief (or No Belief)	<ul style="list-style-type: none"> ▪ Ward profile data (Census 2011; ONS Indices of Multiple Deprivation) ▪ Tenant and Leaseholder demographic information held by the HRW Rehousing Team 	N/A
Pregnancy & Maternity	<ul style="list-style-type: none"> ▪ Census; ▪ Data based upon households containing a female parent with a dependent child aged 0-1 years old claiming Housing Benefit or Council Tax Relief, 15/06/2016-14/06/2017. ▪ Tenant and Leaseholder demographic information held by the HRW Rehousing Team 	N/A
Marriage and Civil Partnership	<ul style="list-style-type: none"> ▪ Ward profile data (Census 2011; ONS Indices of Multiple Deprivation) ▪ Tenant and Leaseholder demographic information held by the HRW Rehousing Team 	N/A

Outline the key findings of your data analysis. Which groups are disproportionately affected by the proposal? How does this compare with the impact on wider service users and/or the borough's demographic profile? Have any inequalities been identified?

Explain how you will overcome this within the proposal.

Further information on how to do data analysis can be found in the guidance.

This section will cover two areas:

- Demographics of Northumberland Park ward
- Wider socio-economic benefits and issues from the HRW area and the Scheme
 - Housing

- Employment and Business
- Healthier and Safer Communities

Demographics

The Scheme sits within the Northumberland Park Ward. In order to assess the impact of the Scheme, it is important to understand the demographics of the local area to ensure that inequalities are addressed throughout its implementation.

- Sex

The percentage of males in Northumberland Park has increased to 49.8%, the percentage of females has reduced to 50.2%. This is reflective of local and national trends.

There are 1057 lone parent households with dependent children, of which 972 are women. This makes up 92% of all lone parent households being led by a woman, and 8% are led by men. This is 18.8% of all households compared to the borough average of 10.5%.

- Gender Reassignment

We do not hold data on the number of people who are seeking, receiving or have received gender reassignment surgery, and there is not national data collected for this protected characteristic. The Equality and Human Rights Commission estimate that there are between 300,000-500,000 transgender people in the UK¹. We will need to consider the inequalities and discrimination experienced for this protected group. For the purposes of this EqIA, we will use the inclusive term Trans* in order to represent the spectrum of transgender and gender variance.

- Age

0-19 year old profile by ward²

¹ <https://www.equalityhumanrights.com/en/trans-inequalities-reviewed/introduction-review>

² Census 2011

Ward	All ages	0-4	5-9	10-14	15-19	Total 0-19	%
White Hart Lane	13431	1009	1148	1268	1107	4532	33.7%
Northumberland Park	14429	1333	1200	1127	1066	4726	32.8%
Seven Sisters	15968	1464	1421	1225	958	5068	31.7%
Tottenham Hale	15064	1231	1025	1089	1163	4508	29.9%
Bruce Grove	14483	1125	1034	919	1008	4086	28.2%
Alexandra	11795	860	811	730	647	3048	25.8%
Tottenham Green	14580	1083	858	878	891	3710	25.4%
Fortis Green	12488	829	800	864	658	3151	25.2%
West Green	13372	854	809	807	776	3246	24.3%
Noel Park	13939	875	818	823	853	3369	24.2%
Woodside	14514	1017	812	819	769	3417	23.5%
Bounds Green	13725	922	750	732	711	3115	22.7%
St Ann's	14638	1004	795	721	728	3248	22.2%
Hornsey	12659	806	751	598	622	2777	21.9%
Muswell Hill	10784	633	586	596	522	2337	21.7%
Stroud Green	11758	705	518	582	493	2298	19.5%
Crouch End	12395	815	574	477	408	2274	18.3%
Highgate	11632	694	516	506	385	2101	18.1%
Haringay	13272	853	549	473	488	2363	17.8%

Northumberland Park has the second highest proportion of 0-19 year olds in the borough, and with a particularly high number of 0-4 year olds.

In particular, the 2011 Census found 835 households in Northumberland Park with dependent children and no adult in employment. This is 14.8% of all households and compares with 7.2% for households in Haringey. This is the highest proportion of all Haringey wards. Therefore, not only does the ward have a young population, it also has a disproportionate number of them living in workless households.

Age profile of Haringey by ward³

³ Census 2011

Ward	All ages	0-19	%	20-64	%	65+	%
Alexandra	11795	3048	25.8%	7575	64.2%	1172	9.9%
Bounds Green	13725	3115	22.7%	9341	68.1%	1269	9.2%
Bruce Grove	14483	4086	28.2%	9183	63.4%	1214	8.4%
Crouch End	12395	2274	18.3%	9013	72.7%	1108	8.9%
Fortis Green	12488	3151	25.2%	7965	63.8%	1372	11.0%
Harringay	13272	2363	17.8%	9909	74.7%	1000	7.5%
Highgate	11632	2101	18.1%	8175	70.3%	1356	11.7%
Hornsey	12659	2777	21.9%	8845	69.9%	1037	8.2%
Muswell Hill	10784	2337	21.7%	7143	66.2%	1304	12.1%
Noel Park	13939	3369	24.2%	9391	67.4%	1179	8.5%
Northumberland Park	14429	4726	32.8%	8565	59.4%	1138	7.9%
St Ann's	14638	3248	22.2%	10149	69.3%	1241	8.5%
Seven Sisters	15968	5068	31.7%	9730	60.9%	1170	7.3%
Stroud Green	11758	2298	19.5%	8653	73.6%	807	6.9%
Tottenham Green	14580	3710	25.4%	9675	66.4%	1195	8.2%
Tottenham Hale	15064	4508	29.9%	9384	62.3%	1172	7.8%
West Green	13372	3246	24.3%	8854	66.2%	1272	9.5%
White Hart Lane	13431	4532	33.7%	7769	57.8%	1130	8.4%
Woodside	14514	3417	23.5%	9864	68.0%	1233	8.5%

With regards to the wider population, Northumberland Park has the second lowest proportion of 20-64 year olds and third lowest 65+ year olds. This means that Northumberland Park has a young population so the Scheme will have a greater impact on children and young people aged 0-19.

- Disability

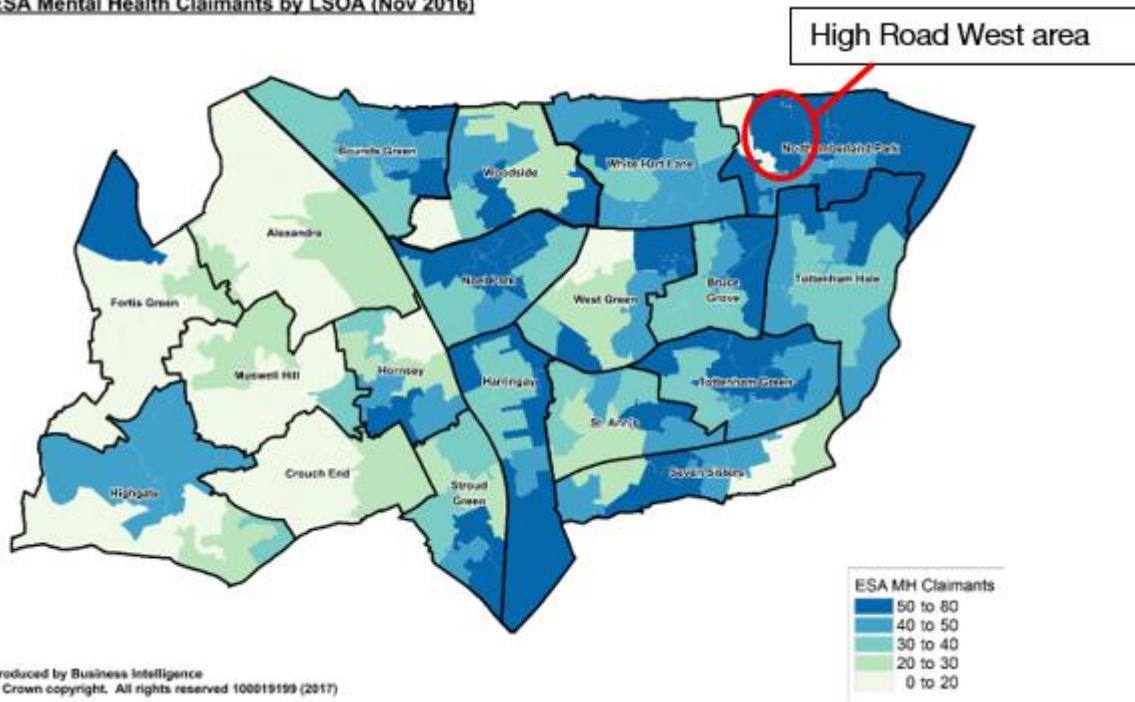
In the 2011 Census, the following was reported in regards to those who experience limitations on day-to-day activities as a result of a disability or disabilities:

Activity level	Northumberland Park	Haringey	London	England and Wales
Day-to-day activity limited a lot	8.1%	6.8%	6.7%	8.3%
Day-to-day activity limited a little	8.6%	7.2%	7.4%	9.3%
Day-to-day activity not limited	83.3%	86.0%	85.8%	82.4%
Day-to-day activity limited a lot: Age 16-64	5.0%	3.8%	3.4%	3.6%
Day-to-day activity limited a little: Age 16-64	5.9%	4.6%	4.2%	4.6%
Day-to-day activity not limited: Age 16-64	54.2%	62.4%	61.5%	56.5%

Northumberland Park has proportionally more residents who have impairments that impact on their ability to do day-to-day tasks. In particular, the ward has the highest proportion of residents in Haringey who have impairments which limit their abilities to do day-to-day tasks a little. We are not able to determine the types of disability from this data, but will need to consider the needs of different disabled people, including the type

of reasonable adjustment provided. This includes physical impairments, sensory impairments, mental health issues and Learning Disabilities.

ESA Mental Health Claimants by LSOA (Nov 2016)



Northumberland Park have a disproportionately high level of ESA Mental Health Claimants and therefore people with mental health issues or conditions are likely to be disproportionately impacted by the Scheme.

- Race/Ethnicity⁴

Racial/Ethnic group	Northumberland Park	Haringey	London	England
White; English/Welsh/Scottish/N.Irish/British	16.59%	34.68%	44.89%	79.75%
White Irish	1.66%	2.75%	2.15%	0.98%
White; Gypsy or Irish Traveller	0.12%	0.15%	0.10%	0.10%
White; White Other	20.73%	22.97%	12.65%	4.58%
Mixed; White and Black Caribbean	2.68%	1.90%	1.46%	0.78%
Mixed; White and Black African	1.65%	1.02%	0.80%	0.30%
Mixed; White and Asian	0.92%	1.47%	1.21%	0.63%
Mixed; Other mixed	2.06%	2.10%	1.45%	0.53%
Asian/Asian British; Indian	1.34%	2.33%	6.64%	2.62%
Asian/Asian British; Pakistani	0.51%	0.75%	2.74%	2.10%
Asian/Asian British; Bangladeshi	1.50%	1.73%	2.72%	8.23%
Asian/Asian British; Chinese	0.99%	1.47%	1.52%	0.72%
Asian/Asian British; Other Asian	3.45%	3.19%	4.88%	1.55%
Black African	22.00%	9.04%	7.02%	1.8%
Black Caribbean	13.54%	7.10%	4.22%	1.1%

⁴ Census 2011, rounded to 2 decimal figures

Black Other	4.80%	2.63%	2.08%	0.52%
Other Ethnic group; Arab	0.93%	0.87%	1.30%	0.42%
Other Ethnic group	4.53%	3.85%	2.14%	0.62%

Northumberland Park has a lower proportion of residents who define themselves as White British, compared to Haringey, London and the national average. There are 20.73% defined as 'White Other', which is likely to include East European communities. This is lower than the Haringey average of 22.97% but significantly more than the London and national average. It is likely that this population has also grown since the 2011 census. There are also significant Black African, Caribbean and Black British communities in the ward, and officers know of Turkish communities. This is compared to the borough, London and the national average. Delivering the Scheme will likely impact on these communities disproportionately.

- Sexual Orientation

We do not hold ward or borough level data on sexual orientation, and it is not collected nationally through the Census. However, the ONS estimates that 3.7% of Haringey's population are lesbian, gay or bisexual (LGB), which is the 15th largest LGB community in the country.⁵ We will need to ensure that the inequalities and discrimination experienced by LGB people are considered throughout this EqIA.

- Religion⁶

	<i>Northumberland Park</i>	<i>Haringey</i>	<i>London</i>	<i>England and Wales</i>
Christian	50.6%	45.0%	48.4%	59.3%
Buddhist	1.0%	1.1%	1.0%	0.4%
Hindu	1.1%	1.8%	5.0%	1.5%
Jewish	0.2%	3.0%	1.8%	0.5%
Muslim	24.2%	14.2%	12.4%	4.8%
Sikh	0.2%	0.3%	1.5%	0.8%
Other religion	0.3%	0.5%	0.6%	0.4%
No religion	13.2%	25.2%	20.7%	25.1%
Religion not stated	9.2%	8.9%	8.5%	7.2%

Northumberland Park has a comparatively high proportion of Christians, higher than Haringey and London. There is also a larger Muslim population than the rest of Haringey, London and national averages. Consultation processes to develop firm plans for the area will need to have due regard to diversity issues relating to these communities (including how we engage with women in certain communities).

- Pregnancy and maternity

⁵<https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/sexuality/articles/subnationalsexualidentityestimates/uk2013to2015#introduction>

⁶ Census 2011

	Births (No.)	Crude Live Birth rate		
	Haringey numbers	Haringey	London	England
2002	3731	17.2	14.7	11.4
2003	3890	17.3	15.0	11.8
2004	4017	17.9	15.4	12.1
2005	4026	17.9	15.6	12.1
2006	4076	18.2	16.1	12.5
2007	4325	19.2	16.7	12.8
2008	4289	19.0	16.6	13.0
2009	4193	18.6	16.7	12.9
2010	4456	19.8	17.0	13.2
2011	4227	16.5	16.2	13.0
2012	4209	16.3	16.2	13.0

Haringey has a higher birth rate compared to London and England. As Northumberland Park has the second highest number of 0-4 year olds in the borough, it is likely that the birth rate is disproportionately higher in Northumberland Park. Based upon total claimant data, the number households where a female has a dependent child aged between 0-1 years old, Northumberland Park has 74 claimants, the second highest ward claimants in the borough⁷

Therefore, the Scheme will need to consider the needs of pregnant women and mothers with young children as they are likely to be disproportionately affected.

- Marriage and civil partnership

In 2011 there were 10 couples in a civil partnership in Northumberland Park. This is compared to 1,651 marriages (which was only available to heterosexual couples at the time). All elements of the Scheme will need to ensure all couples in a civil partnership are treated exactly the same as couples in a marriage.

Wider socio-economic data

Set out below are three themes underpinning the Scheme alongside key data sets and how the development and delivery of the Scheme will impact on key characteristics and actions to mitigate any negative impacts. The three themes that the Scheme will help tackle inequalities are:

- Housing
- Employment and businesses
- Healthier and Safer Communities

Housing

Additional information on data sources:

⁷ Data based upon households containing a female parent with a dependent child aged 0-1 years old claiming Housing Benefit or Council Tax Relief, 15/06/2016-14/06/2017.

Secure Council tenants' information comes from the HRW Rehousing Team database and all lead tenants' data has been recorded. Resident leaseholders' information also comes from the HRW Rehousing Team database and 14 out of 34 tenants' data has been recorded. It should be noted that gathering leaseholder data can be more challenging and so there are more 'unknown' with both the HRW Rehousing Team database, and the Homes for Haringey (HfH) data return for Love Lane. For TA and private tenants, we do not have equality data so rely on the demographics of the estate as a whole which comes from the HfH data return.

The following table outlines the number of residents on the Love Lane Estate directly affected by the Scheme based upon tenure:

TENURE TYPE	NUMBER
secure council tenancies	65
resident leaseholds	31
non-resident leaseholds	45
temporary accommodation tenancies	156

(This is based on number of homes not number of tenants)

Rehousing offer to tenants and leaseholders on Love Lane

At the same time as agreeing the Masterplan, the Cabinet agreed the resident guides, which set out the Council's rehousing commitments to the Love Lane residents. The commitments outlined in the guides, predate the existing and draft for consultation Estate Renewal Rehousing and Payments Policy ("ERRP") documents. The commitments within the guides, however, meet and in some areas exceed the commitments within the ERRP. The commitments within the tenant guides included the following:

- All secure Council Tenants will:
 - Be offered a new home in the redevelopment area, with the aim of one move only;
 - Continue to pay a social rent;
 - Be offered a new home to meet their housing need- to tackle overcrowding and under-occupancy;
 - Be able to move to a council tenancy elsewhere in the Borough if they wish;
 - Be given Home Loss compensation and have the costs of the move paid;
 - Be able to under-occupy by one bedroom if they are currently under occupying their property;
 - Have a dedicated Rehousing Officer;
- All resident leaseholders will:
 - Be offered market value for their home;
 - Be offered 10% of the market value as home loss compensation;
 - Be offered the opportunity to purchase a shared equity or shared ownership home in the new redevelopment;
 - Be compensated for legal, valuation and reasonable costs;
 - Have a dedicated Rehousing Officer.

- All private Tenants will:
 - Be offered timely re-housing advice so that they are aware of all of their options.

In addition to the above, following the selection of the preferred bidder the Council will be working with resident leaseholders living on the Love Lane Estate to provide more detail on the leaseholder offer. This will include determining the minimum equity share percentage which resident leaseholders will need to contribute towards the acquisition of a new property in the development area. The Council will undertake a 6-week consultation with leaseholders on the offer the results of which will be considered at Cabinet later in the year. Furthermore, the Council will review each case on its merits to provide the most suitable housing offer that the resident can afford. This will ensure that residents whose financial circumstances have changed will be able to be adequately rehoused within the regeneration area.

The Council will also be working with residents to understand the level of service they require in the replacement homes and the service charge. This is to ensure that the services meet residents' aspirations and are affordable. In developing the leaseholder offer and estate management plan with the preferred bidder, due regard to the Public Sector Equality Duty will need to be made.

Significant progress has been made with the rehousing of Love Lane residents, since the rehousing process commenced in December 2014. The Council has established a successful and effective Rehousing Team that offers residents much more than rehousing advice (which includes the need to move close to existing neighbours and support networks, the need to be rehoused near to schools or childcare facilities, the need to be near familiar shops and services).

The team offer support to residents, identify needs and vulnerabilities and sign post or refer residents to ensure they receive the support and services they require. They also complete a post-move visit to check-up with all residents to ensure they have settled into their new homes and to see if they have any concerns that can be addressed. If a resident is having adjustment problems, the Rehousing Officer will allocate additional support for them. The Scheme aims to ensure that disruption is minimised by offering residents one move only where possible.

- **Sex**

On the Love Lane Estate, 53% of secure council tenants are female and 47% are male, which is roughly representative of the population of the ward. For resident leaseholders, 29% are female, 12% are male and 59% are unknown. The estate wide demographic information, for tenants 68.3% female and 31.3% male and for leaseholders 24.1% female, 61.4% male and 14.5% unknown. In TA, women tend to be more vulnerable to becoming homeless and are therefore more likely to use TA.

There are 11 known single parents amongst the secure tenants and leaseholders, which are likely to be women are significantly more likely to be heads of single parent households. This is also likely to be the case amongst temporary accommodation tenancies as there are a disproportionate number of single parent households in Northumberland Park, and this is likely to be represented on the Love Lane Estate.

The Scheme will impact on women and female led single parent households, including those in temporary accommodation, as being rehoused causes disruption and impacts on day-to-day living. There is the potential of an increase in the service charge but should this occur, due regard to the Public Sector Equality Duty will need to be made.

The Council will continue to mitigate the negative impacts of moving, through the dedicated Rehousing Team working on the Estate.

The Scheme will provide the Council an opportunity to build 2500 new homes, including 145 replacement social units and 45 shared equity units. Along with other regeneration schemes, this will help reduce the pressure on the availability of housing which will contribute to reducing those in temporary accommodation, which women are disproportionately represented.

Men are disproportionately represented amongst leaseholders (although the data is partial) and therefore will be impacted by the decision. The Council will need to acquire all leasehold properties and will need to support resident leaseholders in accessing a new home as set out above.

- **Gender Reassignment**

We do not have data on the number of Trans* tenants or leaseholders on the estate.

We do not envisage a disproportionate impact as a result of the rehousing process for this protected group. There may be a cohort of young Trans* people in temporary accommodation because they can be vulnerable to homelessness. This will be considered when information is provided to TA tenants about rehousing.

We are aware that Trans* people can experience discrimination and harassment and will therefore ensure equality policies are followed to minimise this occurring.

- **Age**

age range	secure council		resident leaseholders		HRW output		Northumberland Park ward	
	total	%	total	%	total	%	total	%
0-4	no data	0.0%	no data	0.0%	22	10.3%	1,333	9.2%
5-7	no data	0.0%	no data	0.0%	12	5.6%	752	5.2%
8-9	no data	0.0%	no data	0.0%	5	2.3%	448	3.1%
10-14	no data	0.0%	no data	0.0%	8	3.7%	1,127	7.8%
15	no data	0.0%	no data	0.0%	1	0.5%	242	1.7%
16-17	no data	0.0%	no data	0.0%	0	0%	431	3%
18-19	no data	0.0%	no data	0.0%	9	4.2%	393	2.7%
20-24	no data	0.0%	no data	0.0%	24	11.2%	993	6.9%
25-29	3	4.3%	0	0.0%	17	7.9%	1,166	8.1%
30-34	3	4.3%	2	5.9%	50	23.4%	3,604	25%
35-39	3	4.3%	1	2.9%				
40-44	12	17.1%	2	5.9%				
45-49	8	11.4%	0	0.0%				
50-54	14	20.0%	1	2.9%	41	19.2%	2,344	16.2%
55-59	5	7.1%	3	8.8%				

60-64	6	8.6%	2	5.9%	7	3.3%	458	3.2%
65-69	4	5.7%	2	5.9%	15	7%	650	4.5%
70-74	4	5.7%	0	0.0%				
75-79	6	8.6%	0	0.0%	3	1.4%	375	2.6%
80-84	2	2.9%	0	0.0%				
85-89	0	0.0%	1	2.9%	0	0%	65	0.5%
90+	0	0.0%	0	0.0%	0	0%	48	0.3%
Unknown	0	0.0%	20	58.8%	0	0.0%	0	0.0%
Grand Total	70	100.00%	34	100.00%	214	100.00%	14429	100.00%

This data does not represent children and young people for Love Lane residents up to the age of 19 years old because they do not hold the tenancies themselves. However, we expect a large proportion of the 20-64-year old age groups to have children because, as outlined above, Northumberland Park has a comparatively younger population. In addition to this, there is a disproportionate number of female headed lone parent families.

The Council does not hold information relating to the age of leaseholders, but we expect them to be older, because they have had more opportunities to purchase properties and obtain private financial support in doing so. The Council will mitigate the impact of acquiring resident leaseholders' homes with the measures outlines above.

There is also an over representation of 40-64 year olds in the secure tenants' population and therefore will be impacted by the rehousing. Through the rehousing needs assessment process, we will ensure the needs of families and housing needs of different age groups are considered. If residents want more services in the new homes, there could be an increase in the service charge but the Council will be engaging residents on service charges before these are set. Should service charges increase, due regard to the PSED will need to be made.

Based upon the data collected from the High Road West Rehousing Team, 9 households require extra bedrooms and is likely to be for additional children. The Council will be able to provide additional housing as the Scheme will provide 2500 additional houses including 145 replacement social housing units which will meet residents' needs.

- **Disability**

disability	Secure tenants		Council		Resident Leaseholders	
	total	percentage	total	percentage	total	percentage
mental health	5	6.41%	0	0.00%	0	0.00%
physical	19	24.36%	2	5.88%	2	5.88%
unknown	3	3.85%	20	58.82%	20	58.82%
none	51	65.38%	12	35.29%	12	35.29%

The data in the table above is taken from Rehousing Officers' needs assessments of the disability of a tenant (the HRW Rehousing Team database), primarily in order to check whether there was a requirement for an occupational therapy assessment (in order to then make alterations to a new home). This means that there has been a focus on physical

disabilities in order to make sufficient adaptations and should explain why there is a larger than expected proportion of residents with a physical disability according to this data set.

We are aware that Northumberland Park Ward has a disproportionately high level of people with some form of limiting impairment or disability. This includes people with mental health issues or conditions, and is likely to be represented on the Estate.

Rehousing can be disruptive for all people, but particularly disabled people. There may be issues in regards to packing and unpacking for people with physical disabilities and there may be a need to ensure that the new homes are adapted to meet particular needs.

People with learning disabilities or sensory impairments may be reliant on fixed paths and routines which may be disrupted by being rehoused. In addition, those with mental health conditions or issues could experience anxiety or stress as a result of being rehoused. There is the potential of an increase in the service charge but should this occur, due regard to the Public Sector Equality Duty will need to be made.

The Council will continue to mitigate the negative impacts of moving, through the dedicated Rehousing Team working on the Estate. Dedicated Rehousing Officers undertake a needs assessment which considers the needs of every household effected, including those related to disabilities and support residents through every step of the move process. Rehousing Officers refer individuals needing adaptations to Occupational Therapy (OT) assessments and consideration whether disabled tenants need to be rehoused near to existing support networks and or neighbours. The Scheme also aims to ensure that households will only move once, thereby reducing the impact of more than one move.

- **Race and Ethnicity**

The ethnic profile tenants roughly reflect the population of Northumberland Park, although there is a slightly disproportionate number of White Other.

ethnicity	secure council tenants		resident leaseholders		Northumberland Park ward	
	total	percentage	total	percentage	total	percentage
Asian	3	3.85%	1	2.94%	1,124	8%
black	32	41.03%	4	11.76%	5,821	40%
White British/ Irish/ Gypsy	11	14.10%	2	5.88%	2,651	18%
White Other	19	24.36%	7	20.59%	2,991	21%
Mixed	no data	0.00%	no data	0.00%	1,055	7%
Other	no data	0.00%	no data	0.00%	787	5%
Unknown	13	16.67%	20	58.82%	0	0%
Grand Total	78	100.00%	34	100.00%	14429	100%

We expect that this trend would also apply to leaseholders, as 58.82% of leaseholders' have not disclosed their ethnicity so we are unable to determine this. We will assume that within the temporary accommodation population, there will be a large proportion of residents of BAME communities.

language severity	barrier	secure council and resident leaseholder tenants
none		55
low/ moderate		3
severe		17

Based upon feedback from Rehousing Officers, there are particular needs for translation and interpretation services. The data above shows that language barrier, specifically with a large Turkish-speaking population, could be a barrier for us to communicate effectively with Love Lane residents, and this is likely to be the case for many impacted by this decision. We will continue to use translation and interpretation services when appropriate to ensure communication is maximised and appropriate housing is provided.

There is the potential of an increase in the service charge but should this occur, due regard to the Public Sector Equality Duty will need to be made. There is also the potential that BAME households will be rehoused away from their communities.

The Council will continue to mitigate the negative impacts of moving, through the dedicated Rehousing Team working on the Estate which considers links to cultural ties in the local area in the move process.

The Scheme will provide the Council an opportunity to build 2500 new homes, including 145 replacement social units and 45 shared equity units. Along with other regeneration schemes, this will help reduce the pressure on the availability of housing which will contribute to reducing those in temporary accommodation, which BAME communities are likely to be disproportionately represented.

- **Sexual Orientation**

We do not have data on the sexual orientation of tenants and leaseholders on the estate.

We do not envisage a disproportionate impact as a result of the rehousing process on this protected group. There may be a cohort of young LGB people in temporary accommodation because they can be vulnerable to homelessness. This will be considered by the Rehousing Officers as part of the needs assessment process when relevant.

We are aware that LGB people can experience discrimination and harassment and will therefore ensure equality policies are followed to minimise this occurring, including treating a same sex couple, whether cohabitating, married or civil partnered, the same as a heterosexual couple.

- **Religion and Faith**

The data below is from the HRW Rehousing Team Database, from assessments by the Rehousing Officers.

religion	Secure Council tenants		Resident Leaseholders	
	total	percentage	total	percentage
Christian	6	7.69%	7	20.59%
Muslim	5	6.41%	6	17.65%
none or prefer not to say	2	2.56%	1	2.94%
unknown	65	83.33%	20	58.82%
Grand Total	78	100.00%	34	100.00%

With secure Council tenants, the number of unknowns regarding religion. For resident leaseholders we can see that there are a significant proportion who are Christian or Catholic, but this is in line with the ward and Borough profile of circa 50%. Otherwise the religious profile of the HRW residents is in line with the ward.

For all Love Lane Council tenants, which will include TA residents, 9.1% are Christian, 5.3% are Muslim but for 79.8% their religion isn't known. Rehousing individuals and families could have impact on access to local religious places of worship. However, Rehousing Officers consider this as part of their needs assessment where required. It is also the case that the choice-based lettings system allows residents to choose whether to bid on properties, therefore they can choose to bid on properties which have close proximity to their place of worship.

- **Pregnancy and Maternity**

Only one resident is known to be pregnant at present, and we expect more to be in temporary accommodation. However, due to the nature of this protected characteristic, this could change over the course of the Scheme.

This decision will impact on women and female led single parent households, including those in temporary accommodation, as being rehoused causes disruption and impacts on day-to-day living.

The Council will continue to mitigate the negative impacts of moving, through the dedicated Rehousing Team working on the Estate. Dedicated Rehousing Officers undertake a needs assessment which considers the needs of every house hold effected, including child care and any health needs and support residents through every step of the move process. The Scheme aims to ensure that households will only move once, thereby reducing the impact of more than one move. The Council has already introduced a midwifery support service for tenants and leaseholders on the estate, which have supported over 160 women with housing, feeding and language support. There will also be a new childcare facility which will benefit all parents, particularly single mothers.

The Scheme will provide the Council an opportunity to build 2500 new homes, including 145 replacement social units and 45 shared equity units. Along with other regeneration Schemes, this will help reduce the pressure on the availability of housing which will contribute to reducing those in temporary accommodation.

- **Marriage and Civil Partnership Status**

civil status	secure council tenants and resident leaseholders	
	total	percentage
married	26	28.26%
un-married	57	61.96%
unknown	9	9.78%

Of the secure Council tenants and resident leaseholders, there are no tenants in a civil partnership. Should it be established that there are any, they will be treated the same as a married couple.

A) Employment and Businesses

- **Employment**

Employment and unemployment⁸

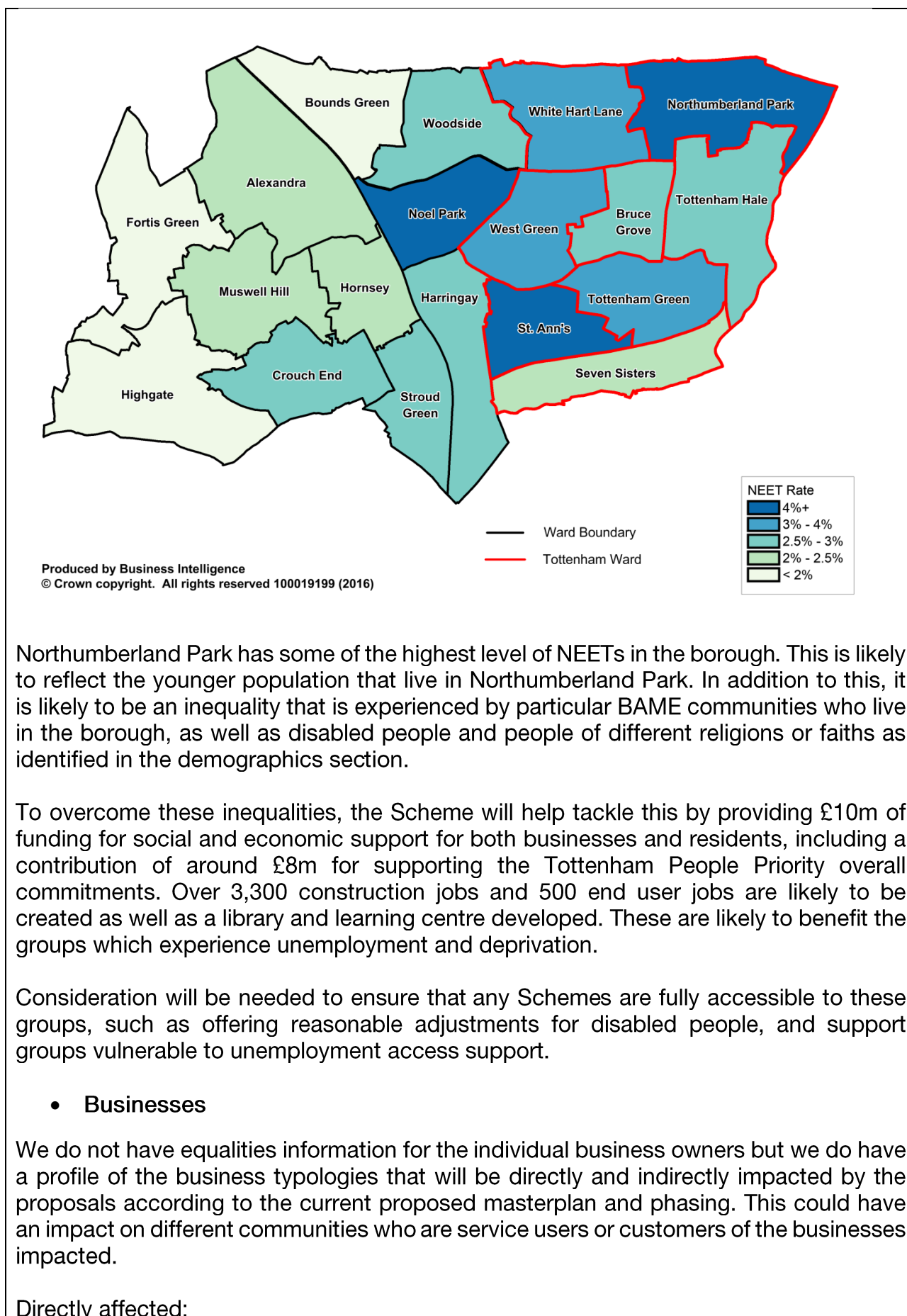
	Northumberland Park	Haringey	England and Wales
Economic Active	65.1%	75.2%	76.8%
Males	71.7%	80.1%	82.0%
Females	58.7%	70.2%	71.7%
In Employment	52.3%	67.5%	71.0%
Males	56.8%	71.6%	75.1%
Females	48.0%	63.5%	66.9%
Unemployment	19.6%	10.2%	7.6%
Males	20.8%	10.6%	7.6%
Females	18.2%	9.7%	6.8%

As demonstrated above using the Census data, Northumberland Park residents are significantly less likely to be economically active (65.1% compared to 75.2% for the borough) or in employment (52.3% compared to 67.5% for the borough average)⁹.

There is a particular inequality experienced by women with women less likely to be economically active (58.7% compared to 71.7% for men) and less likely to be in employment (48% of women in Northumberland Park are in employment while 56.8% of men are in employment). Based upon the data in the demographics section, this is likely to include a disproportionate number of lone parent households headed by women.

Proportion of 16-17 year olds Not in Employment, Education or Training (NEETs) by Ward as at December 2015

⁸ Census 2011



- 731-757 Tottenham High Road (odds) = retail e.g. fast food, beauty salon...
- 759 Tottenham High Road = GP practice.
- 6-18 White Hart Lane (evens) = retail e.g. tattooist, café.
- Peacock Industrial Estate = automotive and service e.g. mechanic, scrap, repairs, vehicle rental, glazing, textile, steelworks...
- Carbery Enterprise Park = service e.g. electrician, recruitment...
- Chapel Place = services e.g. banking, church...

Indirectly affected:

- 767-859 Tottenham High Road (odds) = retail e.g. hairdresser, fast food restaurant and takeaway, mini-market...
- Surrounding area e.g. White Hart Lane, Park Lane = retail e.g. newsagents, restaurant

As the Council does not hold equalities information for these businesses it is unable to determine the equalities impacts on businesses. However, the Council will be seeking to secure further equalities information through engagement with businesses and will seek to identify mitigation measures if any equalities impacts are identified. These mitigation measures will build on the measures already outlined in the High Road West Business Charter, which includes giving businesses a fair and equitable valuation and compensation process, providing a dedicated contact and business support and advice. The Scheme will also be providing new, high quality commercial space within the Scheme which will allow some businesses to relocate within the area.

Age:

If businesses move from the area, there could be a short term impact on people job opportunities in the local area. In the longer term, the Scheme will help generate jobs through economic development. This may specifically help younger people who are more likely to experience unemployment in the local area.

There may also be an impact on young people and older people who work within the businesses which need to be relocated. The Council will seek mitigate this impact by supporting the business to relocate and by supporting the businesses to respond to their employee's needs, where suitable.

There are also public functions which could be impacted, such as the use of the GP practice, which may be used by older people and children and young people disproportionately. The Council will try and ensure that this remains in the local area to minimise the disruption.

The Grace Centre will also be relocated, which is used by older people. Consideration will be needed to ensure that it is done so in an accessible place.

Disability:

If local businesses move, this could impact on some disabled people not being able to access goods and services as accessibly and locally as before.

There may also be an impact on disabled people who work within the businesses which need to be relocated. The Council will seek mitigate this impact by supporting the business to relocate and by supporting the businesses to respond to their employee's needs, where suitable.

There are also public functions which could be impacted, such as the use of the GP practice, which is likely to be used more by disabled people. The Council will try and ensure that this remains in the local area to minimise the disruption and remains accessible place.

Race and Ethnicity:

Some businesses are intended to serve particular racial and ethnic communities such as the Turkish community or the East European community. It is likely that business owners will reflect the ethnicities of the local community. These businesses provide a cultural and social hub for these communities as well as opportunities for other communities to embrace cultural diversity, thereby fostering good relations between different communities.

There may be some impact on particular ethnicities who work within the businesses which need to be relocated. The Council will seek mitigate this impact by supporting the business to relocate and by supporting the businesses to respond to their employee's needs, where suitable.

Religion and Faith:

Similar to race and ethnicity, some businesses serve a particular religious community. There are halal butchers that cater for Muslims and a banqueting hall that provides the space and services for very large religious ceremonies. If these are relocated or even closed, those communities' needs must be considered.

There is a Church in Chapel Place and this will be protected by the Scheme and its surroundings improved with higher quality public realm.

There may be some impact on particular religious or faith groups who work within the businesses which need to be relocated. The Council will seek mitigate this impact by supporting the business to relocate and by supporting the businesses to respond to their employee's needs, where suitable.

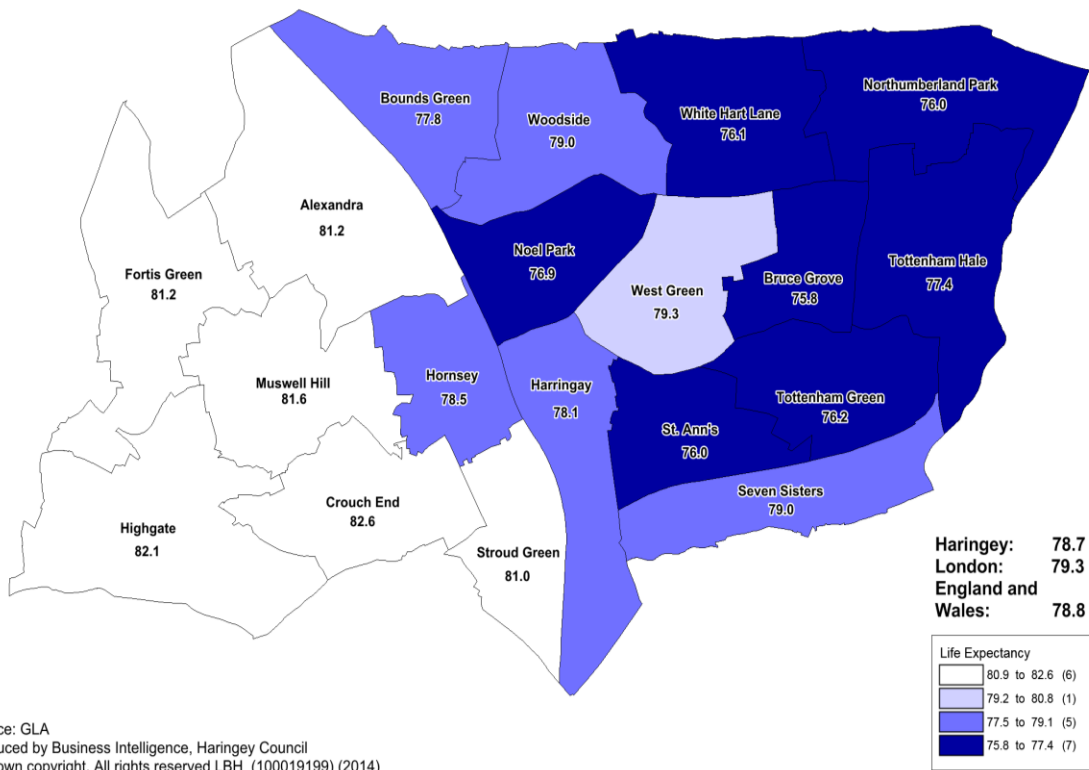
Sex/Pregnancy and Maternity:

The GP practice will be used by pregnant women and mothers and the Council will try and ensure remains in the local area to minimise the disruption.

For sexual orientation, gender reassignment and marriage and civil partnership status, we do not envisage a disproportionate impact based upon these protected groups

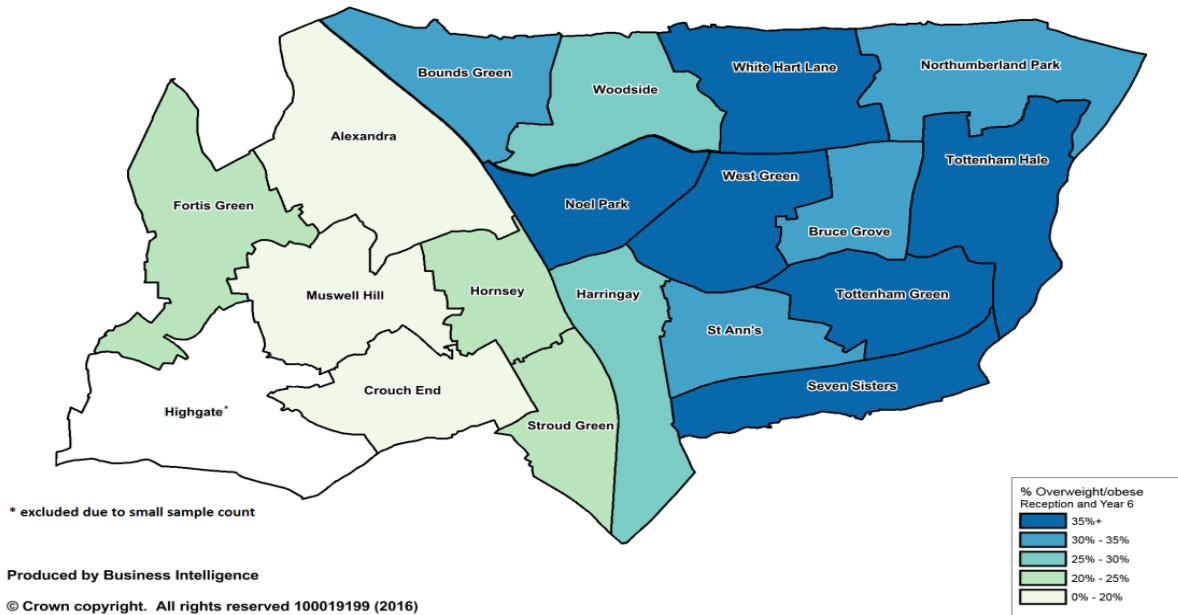
B) Healthier and Safer Communities

• Health



Haringey has a lower life expectancy (78.7 years) than the rest of London (79.3 years) and England and Wales (78.8 years). However, there is a significant difference between the east of the borough to the west of the borough, where there is greater social deprivation and greater ethnic diversity. We therefore expect that there is an inequality for BAME communities living in the east of the borough, in particular Northumberland Park.

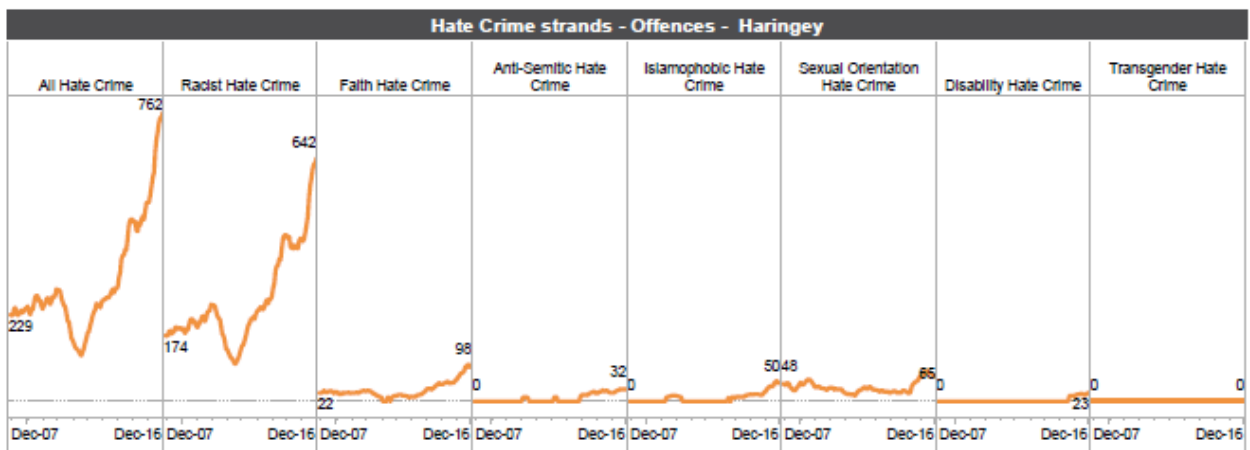
National Child Weight Measurement Programme 2015/16
Haringey Reception and Year 6 Students



A year 6 child living in the east is 2.5 times more likely to be overweight or obese than a peer living in the west. Due to the ethnic profile of the Borough, we therefore expect for particular BAME communities to be more likely to experience childhood obesity, therefore creating wider health inequalities as they get older. Northumberland Park has one of the higher rates of childhood obesity in the borough.

By providing green, open and welcoming spaces, with facilities for play and a community outdoor gym, we will help tackle local health inequalities.

- Community Safety



Source: Hate crime offences - MPS / Crime % change against the previous financial year - Home Office - Data for FY 2014/15 & 2015/16

Please note that hate crimes are any offences which are flagged as having a hate element when recorded by police. To avoid unintentional disclosure any counts of less than 10 have been reduced to 0. A crime can have more than one hate flag attached to it. Adding up all the hate crime categories may result in multiple counting of a single offence and will not equal the All Hate Crime total.

There has been an increase of all recorded hate crime based upon race, faith (including Anti-Semitic and Islamophobic), sexual orientation and disability across Haringey. The data for transphobic hate crime is too small but we are aware that Trans* people can be vulnerable to hate crime. By making streets safer and designing out crime, this will help reduce hate crime and the fear of hate crime. In addition, more space and areas to foster good relations between different communities will also help reduce hate crime.

There is not Northumberland Park ward level data on hate crime, nor the Love Lane Estate level.

4. a) How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff?

Please outline which groups you may target and how you will have targeted them

Further information on consultation is contained within accompanying EqIA guidance

There has been extensive consultation and engagement with all stakeholders regarding the regeneration proposals for High Road West over the past 5 years. Further information regarding the engagement and consultation can be found at Appendix 9 of the main Cabinet report, including methods of engagement and key stakeholders.

The key consultations and engagement activities are summarised below:

High Road West Masterplan options consultation

The 'High Road West Masterplan Options' consultation took place between April and June 2013. The consultation sought the community's views on the council's proposal for the High Road West area. This included seeking views on the Council's proposal to move White Hart Lane Station south and create a new open space linking the High Road and three masterplan options which showed varying levels of change and development in the High Road West area. The consultation included extensive engagement with stakeholders through drop in sessions, one-to-one meetings, door knocking and briefing sessions. Both qualitative and quantitative feedback was received as part of the consultation. Over 435 feedback forms were received as part of this consultation. The feedback was considered at Cabinet on 28th November 2013.

High Road West Regeneration Proposals Consultation/s105 consultation

Between the 13th September and the 25th October 2014 the Council and Arup undertook a 6-week consultation on the High Road West Regeneration proposals. 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. During the consultation the Council sought the local communities' views on the following documents:

- 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 Landolt+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.

301 responses were received as part of this consultation. The feedback was considered at Cabinet on 16th December 2014.

Resident Design Panel and Resident Design Guide engagement

Throughout 2015 and 2016, the Council worked with residents and the Independent Tenant and Leaseholder Advisor ("ITLA") for the Love Lane Estate, to create a Resident Design Panel, as was agreed in the Love Lane Resident Charter. The purpose of the Design Panel was to involve residents in all design aspects of the High Road West Regeneration Scheme and the resulting panel is diverse which reflects the residents.

After an extensive programme of community consultation and research undertaken by the Resident Design Panel facilitated by the ITLA and Council officers, which included; visits to other estate regeneration Schemes, specialist training in design from the Design Council/CABE and dedicated workshops in key areas, such as housing and community facilities, the Resident Design Panel produced the High Road West Resident Design Guide.

To ensure that residents' aspirations for the area were clear to Bidders from the outset, during the High Road West procurement process to select a development partner, the Design Guide was sent to Bidders early in the procurement process- allowing Bidders to use the Design Guide to shape their proposals. As the residents have written within the document, the Resident Design Guide "exemplifies good practice in engaging a community over a sustained period on the key design issues facing any housing regeneration Scheme.

Resident Procurement Team

In 2016 members of the Resident Design Panel were elected (by other members of the Panel) to form the Love Lane Resident Procurement Panel. These members have been involved throughout the duration of the procurement process. They have met with the bidders at each stage and have provided critical feedback on their proposals.

Businesses

The Council engaged with businesses throughout the development of the High Road West Masterplan. As a result of this work and alongside the approval of the Masterplan, the Council committed to a Business Charter, which set out the following commitments in accordance with feedback from the businesses:

- ensure businesses are able to participate in the regeneration proposals and are fully supported throughout the process,
- enable businesses to remain as viable as possible during the planning period and the subsequent regeneration, to enable individual traders to exercise real choice regarding their current and future options,
- a fair and equitable valuation and compensation process,
- endeavouring to keep the businesses and jobs within the area, or within the borough.

The Council has continued to engage with businesses on both an informal and formal basis throughout the procurement, with specific engagement events and activities focussed on projects such as the Tottenham Heritage Initiative, which is investing £2.25m to provide new frontages and business support for businesses in the North Tottenham Conservation Area and White Hart Lane station and public realm work engagement. Businesses have been provided with regular updates through newsletters, had access to training opportunities through the Council and in co-ordination with its partners and have had access to professional advice through the Business Property Manager.

The Council has recently employed the services of Retail Revival who have a successful reputation in supporting and developing businesses. They will be helping to ensure that the Council has the capacity to meet the commitments in the Residents' Charter while also helping to reinforce the economic sustainability of individual businesses and the local centre as a whole. Working with the Tottenham Traders Partnership, they will be providing training, business development advice, including access to a small grants pot, addressing vacant premises through, for instance, use of meanwhile activities from the local area and beyond and advising on initiatives which will address specific issues such as the temporary departure of Tottenham Hotspur Football Club and employment requirements in the local area.

[Consultation on ownership and management of the replacement homes](#)

Between the 27th March 2017 and the 5th May 2017 the Council undertook another statutory consultation pursuant to section 105 of the Housing Act 1985 with secure council tenants living on the Love Lane Estate to seek their views on the ownership and management of the replacement homes. At the same time the Council undertook a consultation with resident leaseholders on the principles of the shared equity offer and their views on the ownership and management.

The purpose of the consultation was to use the feedback to inform the ongoing dialogue with the three bidders involved in the procurement process to select a development partner and to help the Council's Cabinet make a decision on the ownership of the 191 replacement homes.

4. b) Outline the key findings of your consultation / engagement activities once completed, particularly in terms of how this relates to groups that share the protected characteristics

Explain how will the consultation's findings will shape and inform your proposal and the decision making process, and any modifications made?

The consultation and engagement which has been undertaken over the past five years has been instrumental in developing the proposals for the Scheme.

The previous Cabinet decisions and the accompanying Equalities Impact Assessments relating to the Scheme demonstrate how this engagement and consultation has shaped the proposals, particularly the Cabinet decisions below:

Cabinet Decision	How consultation and engagement shaped the proposal
28 th November 2013- High Road West Regeneration Project – Master Plan Option Consultation Feedback and Next Steps.	This consultation demonstrated that there was considerable support for comprehensive regeneration across the High Road West area and that residents wanted new homes, more jobs, new community facilities and a wider variety of shops and businesses. It also demonstrated that businesses affected by the Scheme were not supportive of the requirement to be relocated. Following the feedback from this consultation the Council's Cabinet agreed to develop a comprehensive masterplan for the High Road West area.
15 th July 2014 Cabinet Report- High Road West Regeneration Scheme Consultation.	This decision agreed the consultation and engagement approach for comprehensive change in HRW. This included the continued development of the HRW Residents' Charter and the HRW Business Charter through workshops and one-to-one meetings with residents and businesses to set out their concerns, priorities and aspirations.
16 th December 2014 Cabinet Report- High Road West Regeneration Scheme- Masterplan and Next Steps	<p>The qualitative and quantitative data from this consultation has shown that there is substantial support from the local community for the principles within the High Road West Masterplan Framework. The quantitative data demonstrated 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 demonstrated that the most common written theme was 'Support for the regeneration proposals'</p> <p>This significant support for the Masterplan principles was a reflection of the fact that the Masterplan has</p>

emerged and been developed through two years of consultation and engagement with the local community. There was however, still opposition to the regeneration proposals predominantly from residents in the wider area and from affected local businesses.

Following the feedback from this consultation the Council's Cabinet agreed the High Road West Masterplan Framework, Resident Guides, Resident and Business Charters and agreed to commence the rehousing process on the Love Lane Estate. The consultation also fed into the equalities Impact assessment which accompanied this Cabinet decision.

Consultation on ownership and management of the replacement homes

The feedback from the most recent consultation undertaken between the 27th March 2017 and the 5th May 2017 on the Love Lane Estate is detailed in Appendix 6 to the main Cabinet report.

A summary of the findings is detailed below:

- The feedback from secure council tenants demonstrated which statutory rights, tenancy terms and services are most important to them, this has included protecting rent levels, having secure parking and having CCTV.
- The feedback from resident leaseholders has shown that they agree and or strongly agree with the principles the Council has developed for the shared equity homes and has shown that efficient and quality cleaning and refuse is the most important service to them.
- There is clear feedback from both secure council tenants and resident leaseholders that they would prefer the council to own the replacement housing built as part of the Scheme.
- The consultation has confirmed that the management and maintenance services and corresponding service charge is a major concern for residents. We will therefore, ensure that there is ongoing engagement with residents about this as the proposals are detailed by the development partner.
- The consultation has also confirmed that resident leaseholders are concerned about the equity share they will be required to own and the ability for this to be bought or gifted over time.

The recommendation for the Council to own the replacement homes within the regeneration area, will be a significant step in addressing the issues and concerns raised during this consultation in relationship to ownership and management.

The Council will also be working closely with Love Lane residents to further develop the proposals and address their specific concerns as the projects evolves, this includes engaging residents on the level of services and service charge in the new Scheme, working

with resident leaseholders to further develop the detailed leaseholder offer and the details of the shared equity arrangement.

As the Scheme moves into delivery the Council will continue to use the successful engagement and consultation methods it has employed to date to engage the community to ensure the detailed proposals meet the communities' needs. It will also have a greater focus on engaging business and developing further detail relating to equalities.

Full consideration will be needed to ensure that all persons with protected characteristics take part in the future consultation and engagement involved in delivering the HRW Scheme.

5. What is the likely impact of the proposal on groups of service users and/or staff that share the protected characteristics?

Please explain the likely differential impact on each of the 9 equality strands, whether positive or negative. Where it is anticipated there will be no impact from the proposal, please outline the evidence that supports this conclusion.

Further information on assessing impact on different groups is contained within accompanying EqlA guidance

1. Sex

Below summarises the impact on sex of the Scheme:

Women and girls:

Women are over represented as tenants on the Love Lane Estate and there will be positive and negative impacts for people with this characteristic:

- A short term negative impact of rehousing which will be mitigated through the rehousing process outlined in the data analysis section (consideration will be given if a woman is pregnant, consideration will be given to childcare, schooling needs and the need to be rehoused near to existing support networks).
- A short term negative impact of rehousing TA which are more likely to be women will be mitigated with timely re-housing advice so that they are aware of all of their options.
- An unknown impact from moving the GP which women are more likely to need to use which will be mitigated by moving it nearby or within the Scheme if possible.
- A positive impact from a safer public realm which may reduce violence against women and girls.
- A long term positive impact from a renovated Grange Community Hub which will continue to deliver community services such a weekly midwife surgery to help mothers with needs such as help with feeding, housing, English as a second language and childcare.
- A positive impact from a new house of the appropriate size will reduce overcrowding which is more likely to affect single mothers.
- A long term positive impact from delivering the Scheme with a new nurse facility, with reduced rates for low income families.

Men and boys:

Male leaseholders are over represented in those impacted by rehousing there will be positive and negative impacts for people with this characteristic:

- A short term negative impact of rehousing which will be mitigated by the continued co-development of the leaseholder offer with residents.
- A positive impact in the longer term from a healthy public realm for men and boys who are more likely to have a mental health issue or condition, single men from BAME communities are particularly vulnerable.

The Scheme will provide longer term positive impacts for the 'Sex' protected characteristic. This includes 2500 more houses to tackle the demand for housing, employment opportunities and a healthier and safer public realm. In developing these benefits, consideration will be needed to ensure discrimination does not occur and equality of opportunity is advanced.

Positive	X	Negative	X	Neutral impact		Unknown Impact	X
----------	---	----------	---	----------------	--	----------------	---

2. Gender reassignment

We do not have local data regarding this protected characteristic, but there is consideration for this protected group in the EqIA.

People who are Trans* will benefit from an increasingly safe public realm which may reduce transphobic hate crime or fear of such crime.

We do not envisage any other inequalities based upon this protected characteristic as a result of the Scheme.

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

3. Age

Below summarises the impact on age of the Scheme:

Children and young people:

Residents of the High Road West area have a comparatively young population. There are also a disproportionate number of 16-17 year old NEETs in Northumberland Park and the ward has one of the highest rates of childhood obesity in the borough. There will be positive and negative impacts for people with this characteristic:

- A short term negative impact of rehousing which will be mitigated through the rehousing process outlined in the data analysis section (consideration will be given to preventing overcrowding, childcare and schooling needs).
- A positive impact through the creation of new jobs and delivery high quality new community facilities, such as the Library and Learning Centre which will help develop skills. There will also be bespoke programmes and projects for 'young leaders' aimed at providing volunteering, training and work experience opportunities for 16-18-year-old NEETs.

- A long term positive impact for overweight children of increased opportunities for physical activity, through the outdoor gym and green open space and through a programme of sports and activity aimed at tackling obesity and this inequality.
- A long term positive impact from delivering the Scheme with a new nurse facility, with reduced rates for low income families.
- An unknown impact from moving the GP which children and young people are more likely to need to use which will be mitigated by moving it nearby or within the Scheme if possible.

Older people:

Older people are over represented as tenants on the Love Lane Estate and are likely to be over represented amongst leaseholder population. There will be positive and negative impacts for people with this characteristic:

- A short term negative impact on rehousing leaseholders, because they may not be able to access to financial services such as mortgages which will be mitigated by the continued co-development of the leaseholder offer with residents.
- A short term negative impact of rehousing which will be mitigated through the rehousing process outlined in the data analysis section (consideration will be given whether older residents require an OT assessment or need to be rehoused near to existing support networks and or neighbours).
- A short term negative impact of relocating the Grace centre, used by older people which should be moved to a continually accessible location.
- A short-term negative impact of relocating local businesses may cause older people to lose access to familiar amenities. The Scheme will seek to mitigate the number of High Street businesses impacted (which residents are more likely to use than the industrious businesses) and will seek to relocate businesses where possible. The increase in commercial space will provide more choice and variety to residents.
- An unknown impact from moving the GP which older people are more likely to need to use which will be mitigated by moving it nearby or within the Scheme if possible.
- A long term positive impact of delivering more high quality community facilities and public realm such as the Library and Learning Centre which will provide a place to socialise and engage for older people who are more likely to experience social isolation.
- A positive impact for older people who are more likely to need assistance at home through the delivery of bespoke schemes offering support, such as professional advice to enhance home heating and signpost services and a handyman services.

The Scheme will provide longer term positive impacts for the 'Age' protected characteristic. This includes 2500 more houses to tackle the demand for housing, employment opportunities and a healthier and safer public realm. In developing these benefits, consideration will be needed to ensure discrimination does not occur and equality of opportunity is advanced.

Positive	X	Negative	X	Neutral impact		Unknown Impact	X
----------	---	----------	---	----------------	--	----------------	---

4. Disability

Below summarises the impact on disability of the Scheme:

Residents of the estate are more likely to have a physical impairment or mental health issue than the rest of Haringey or London. There will be positive and negative impacts for people within this protected characteristic, this includes:

- A short term negative impact of rehousing which will be mitigated through the rehousing process outlined in the data analysis section (consideration will be given whether disabled residents require an OT assessment or need to be rehoused near to existing support networks and or neighbours).
- A short term negative impact of relocating the Grace centre, used by people with dementia which should be moved to a continually accessible location.
- A short term negative impact of relocating local businesses may cause disabled people to lose access to familiar amenities. The Scheme will seek to mitigate the number of High Street businesses impacted (which residents are more likely to use than the industrious businesses) and will seek to relocate businesses where possible. The increase in commercial space will provide more choice and variety to residents.
- An unknown impact from moving the GP which disabled people are more likely to need to use which will be mitigated by moving it nearby or within the Scheme if possible.
- A long term positive impact through improvements in public realm, street design and community facilities which will make the environment and facilities more accessible for disabled people and will also support the reduction in the extent of disability related hate crime.
- A long term positive impact through the delivery of high quality lifetime homes and the 10% wheelchair accessible homes which can be adapted to meet the bespoke needs of residents as well as an inclusive and accessible environment that allows residents to access community and local facilities. The Library and Learning Centre will help support skill development for disabled people.
- There will be a positive impact through greater employment opportunities through job creation in particular through extending the vocational offer and training programmes. In the Scheme there is a stated ambition for disabled people to be 5% of construction workforce (3,352) and 22% of end-use workforce (550).

The Scheme will provide longer term positive impacts for the ‘Disability’ protected characteristic. This includes 2500 more houses to tackle the demand for housing, employment opportunities and a healthier and safer public realm. In developing these benefits, consideration will be needed to ensure discrimination does not occur and equality of opportunity is advanced.

Positive	X	Negative	X	Neutral impact		Unknown Impact	X
----------	---	----------	---	----------------	--	----------------	---

5. Race and ethnicity

Below summarises the impact on race and ethnicity of the Scheme:

The High Road West area and Northumberland Park ward is one of the most diverse wards in the borough and has large Black African, Black Caribbean, Turkish, Kurdish and East European communities. In addition to this, there are a range of inequalities, for these communities, often as a result of poverty and deprivation. There will be positive and negative impacts for people within this protected characteristic, this includes:

- A short term negative impact of rehousing which will be mitigated through the rehousing process outlined in the data analysis section (consideration will be given to providing translation & interpretation services, as well as maintain links with their communities).
- A short term negative impact of relocating local businesses may cause ethnic minorities to lose access to shops and services catering to their specific cultural needs. The Scheme will seek to mitigate the number of High Street businesses impacted (which residents are more likely to use than the industrious businesses) and will seek to relocate businesses where possible. The increase in commercial space will provide more choice and variety to residents.
- A long term positive impact through the creation of a healthier environment with high quality open space and public realm with measures to tackle obesity which some BAME communities are more likely to experience.
- A positive impact through the creation of a safe, welcoming environment which will reduce gang and youth violence along with hate crime – people from particular BAME communities are more likely to experience hate crime and be victims of crime in general.
- A positive impact through increased employment opportunities, job creation and educational resources. BAME people are intended to be 32% of construction workforce (3,352) and 32% of end-use workforce (550) and the Learning and Library Centre providing educational space for all.

The Scheme will provide longer term positive impacts for the ‘Race’ protected characteristic. This includes 2500 more houses to tackle the demand for housing, employment opportunities and a healthier and safer public realm. In developing these benefits, consideration will be needed to ensure discrimination does not occur and equality of opportunity is advanced.

Positive	X	Negative	X	Neutral impact		Unknown Impact	
----------	---	----------	---	----------------	--	----------------	--

6. Sexual orientation

We do not hold data at the national, borough or ward levels. However, we are aware there is a significant LGB population in Haringey compared to other places in England (see pages 7-8, 23 and 25).

There may be some benefits for lesbian, gay and bisexual people in the High Road West area, such as increase community safety which may reduce homophobic and biphobic hate crime through a healthier and safer public realm.

Any same sex couple who are cohabitating, married or in a civil partnership living in the estate will be treated the same as a heterosexual couple in any future rehousing.

We do not envisage any direct inequalities based upon this protected characteristic. Engagement processes should encourage the participation of LGB people and ensure there are no barriers to them taking part.

Positive	X	Negative		Neutral impact		Unknown Impact	
----------	---	----------	--	----------------	--	----------------	--

7. Religion or belief (or no belief)

Below summarises the impact on religion of the Scheme:

There is limited data on religion and faith within the High Road West area. However, we understand that Northumberland Park has large Christian and Muslim communities, especially compared to the rest of Haringey, and this is likely to be the case here. There will be positive and negative impacts for people within this protected characteristic, this includes:

- A short term negative impact of rehousing which will be mitigated through the rehousing process outlined in the data analysis section (consideration will be given to proximity to places of worship and religious communities).
- A short term negative impact of relocating local businesses may cause religious people to lose access to shops and services catering to their specific religious needs. The Scheme will seek to mitigate the number of High Street businesses impacted (which residents are more likely to use than the industrious businesses) and will seek to relocate businesses such as food and beverage businesses related to different cultures and food nationalities where possible. The increase in commercial space will provide more choice and variety to residents.
- A positive impact with new and improved public realm to increase community safety will have a positive impact in regards to tackling Islamophobic, Anti-Semitic and other religious hate crime.
- A positive impact on this characteristic through delivery of the Design Code (developed with residents) which included responding to cultural requirements as requested by residents in the High Road West Resident Charter e.g. layout of homes to suit local cultural needs such as provision of serving space, storage requirements, design of bedrooms to suit multiple needs and design of safe accesses and separate kitchen (all with windows) and living rooms ample storage.
- A positive impact on community cohesion from new community facilities which will provide greater opportunity for engagement between specific communities.
- A positive impact from the Scheme enhancing the environment around local religious buildings – chapel in Chapel Place and improved setting to the St Francis Salles Church.

The Scheme will provide longer term positive impacts for the ‘Religion or belief (or no belief)’ protected characteristic. This includes 2500 more houses to tackle the demand for housing, employment opportunities and a healthier and safer public realm. In developing these benefits, consideration will be needed to ensure discrimination does not occur and equality of opportunity is advanced.

Positive	X	Negative	X	Neutral impact		Unknown Impact	
----------	---	----------	---	----------------	--	----------------	--

8. Pregnancy and maternity

Below summarises the impact on pregnancy and maternity of the Scheme:

Northumberland Park has a disproportionate number of younger people as well as lone parent households which are headed by women. There will be positive and negative impacts for people within this protected characteristic, this includes:

- A short term negative impact of rehousing which will be mitigated through the rehousing process outlined in the data analysis section (consideration will be given if a woman is pregnant, consideration will be given to childcare, schooling needs and the need to be rehoused near to existing support networks).
- A short term negative impact of rehousing TA which are more likely to be single mothers will be mitigated with timely re-housing advice so that they are aware of all of their options.
- An unknown impact from moving the GP which mothers are more likely to need to use which will be mitigated by moving it nearby or within the Scheme if possible.
- A long term positive impact from a renovated Grange Community Hub which will continue to deliver community services such a weekly midwife surgery to help mothers with needs such as help with feeding, housing, English as a second language and childcare.
- A positive impact from a new house of the appropriate size will reduce overcrowding which is more likely to affect single mothers.
- A long term positive impact from delivering the Scheme with a new nursery facility, with reduced rates for low income families.

The Scheme will provide longer term positive impacts for the ‘pregnancy and maternity’ protected characteristic. This includes 2500 more houses to tackle the demand for housing, employment opportunities and a healthier and safer public realm. In developing these benefits, consideration will be needed to ensure discrimination does not occur and equality of opportunity is advanced.

Positive	X	Negative	X	Neutral impact		Unknown Impact	X
----------	---	----------	---	----------------	--	----------------	---

9. Marriage and Civil Partnership

Couples who are being rehoused and are in a civil partnership will be treated the same as if they were in a marriage.

Positive		Negative		Neutral impact	X	Unknown Impact	
----------	--	----------	--	----------------	---	----------------	--

10. Groups that cross two or more equality strands e.g. young black women

The Scheme aiming to tackle multiple issues, including building 2500 homes and creating a significant number of jobs. As a result, there will be significant intersectionary inequalities and impacts which will cross different protected characteristics. In particular, the protected groups of sex, disability, ethnicity, religion and age are particularly significant.

Outline the overall impact of the policy for the Public Sector Equality Duty:

- Could the proposal result in any direct/indirect discrimination for any group that shares the protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a protected characteristic and those who do not?
This includes:
 - a) Remove or minimise disadvantage suffered by persons protected under the Equality Act
 - b) Take steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups
 - c) Encourage persons protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low
- Will the proposal help to foster good relations between groups who share a protected characteristic and those who do not?

The Scheme will attempt to tackle inequalities relating to housing, employment, health and community safety. There will be some short term disruption caused by rehousing rehousing residents and acquiring and relocating businesses. However, the Scheme has mitigation measures in place to minimise the impact. Further mitigation measures will be developed as further equalities information, such as equalities data for affected businesses and as further feedback, such as consultation feedback from resident leaseholders on the detailed Love Lane Leaseholder offer is collated.

The Scheme will provide opportunities to foster good relations between different groups by providing a safer and more welcoming public realm and allowing mixed tenure communities.

Mitigating actions have been incorporated within the proposal to prevent discrimination, harassment and victimisation, as well as advance equality of opportunity and foster good relations. These are detailed in the table below.

6. a) What changes if any do you plan to make to your proposal as a result of the Equality Impact Assessment?

Further information on responding to identified impacts is contained within accompanying EqlA guidance

Outcome	Y/N
No major change to the proposal: the EqlA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <u>If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them.</u>	
Adjust the proposal: the EqlA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly <u>set out below</u> the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below	Y (where further information regarding equalities impacts is gathered the Council will develop further mitigation measure)
Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.	

6 b) Summarise the specific actions you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty

Impact and which protected characteristics are impacted?	Action	Lead officer	Timescale
Rehousing of Love Lane residents disruption (Women, older people, children and young people, disabled people, religious people and BAME communities)	Continued delivery of the rehousing strategy, in line with the HRW Resident Charter, which has carried out need assessments and offers a choice based allocation system where residents can choose where to live based on their own needs.	David Clark	Ongoing
Relocation of businesses and the Grace Centre = Impact of relocation on businesses, loss of amenity for; older people, disabled people, religious people and ethnic minorities.	Delivery of the renewed business engagement strategy in line with the HRW Business Charter which will support existing business through the regeneration process in order that they can remain viable, and where	Clare Askew	Autumn 2017 – Retail Revival to start carrying out business needs assessments Winter 2017 – bespoke business training

	businesses are required to relocate, for this to be as nearby as possible.		programme to commence Ongoing engagement with business
Development of detailed leaseholder offer for Love Lane residents.	Engagement with residents in order to develop the HRW leaseholder offer, using the borough-wide offer as a baseline	Sarah Lovell / David Clark	Leaseholder offer to be agreed by the end of 2017.

Please outline any areas you have identified where negative impacts will happen as a result of the proposal but it is not possible to mitigate them. Please provide a complete and honest justification on why it is not possible to mitigate them.

None

6 c) Summarise the measures you intend to put in place to monitor the equalities impact of the proposal as it is implemented:

Rehousing:

Data:

- The equalities information has been collected for all secure Council tenants and for resident leaseholders willing to engage.

Monitoring:

- Satisfaction surveys are carried out which will identify if there are issues relating to inequality.

Business relocation:

Data:

- The business support work due to commence in September will seek to re-engage all businesses and will collect equalities data on all of those willing to provide it.

Monitoring:

- A database to monitor the business profile relating to protected characteristics is set up and will be maintained.
- Regular engagement with business will seek to identify where there are issues relating to inequality.

7. Authorisation

EqlA approved by Helen Fisher

Date 4th September 2017

8. Publication

Please ensure the completed EqlA is published in accordance with the Council's policy.

Y

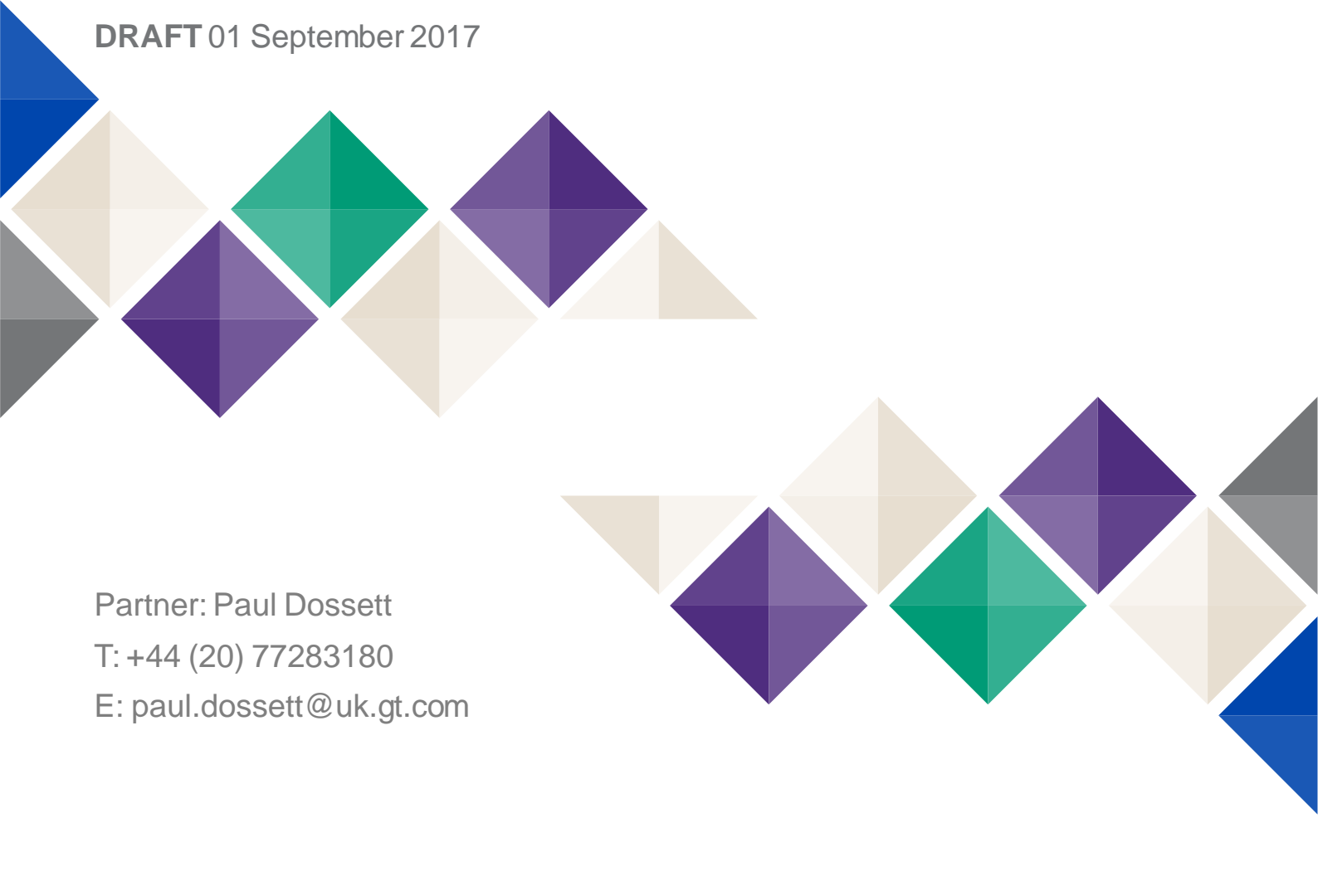
Please contact the Policy & Strategy Team for any feedback on the EqlA process.

Review of the procurement of a development partner for High Road West Tottenham

London Borough of Haringey

DRAFT 01 September 2017

Partner: Paul Dossett
T: +44 (20) 77283180
E: paul.dossett@uk.gt.com





Grant Thornton

An instinct for growth™

Our Ref: [PD1]

Tracie Evans
Interim Deputy Chief Executive and Section 151 Officer

London Borough of Haringey
Civic Centre
High Road
Wood Green
N22 8LE

1 September 2017

Grant Thornton UK LLP
30 Finsbury Square
LONDON
EC2P 2YU

T +44 (0)20 7383 5100
F +44 (0)20 7383 4715
grantthornton.co.uk

Dear Tracie,

Review of the procurement of a development partner for High Road West Tottenham

Further to our letter of engagement dated 23 August 2017, we have pleasure in enclosing a copy of our report (the 'Report') containing the findings from our review of the Council's arrangements for procurement of a development partner for High Road West Tottenham on behalf of the London Borough of Haringey ('the Council'). Notwithstanding the scope of this engagement, responsibility for management decisions will remain with the Council and not with Grant Thornton UK LLP.

Limitation of liability

We draw the Council's attention to the limitation of liability clauses in paragraphs 5.1 to 5.9 in the Terms of Engagement between the Council and Grant Thornton UK LLP dated 23 August 2017.

Forms of report

For the Council's convenience, this report may have been made available to the Council in electronic as well as hard copy format, multiple copies and versions of this report may therefore exist in different media and in the case of any discrepancy the final signed hard copy should be regarded as definitive.

Confidentiality and reliance

We accept no duty of care nor assume any responsibility to any person other than the Council in relation to this report and our work. Any third party who chooses to rely upon this report or our work shall do so entirely at their own risk.

General

The report is issued on the understanding that the management of the Council have drawn our attention to all matters, financial or otherwise, of which they are aware which may have an impact on our report up to the date of signature of this report. Events and circumstances occurring after the date of our report will, in due course, render our report out of date and, accordingly, we will not accept a duty of care nor assume a responsibility for decisions and actions which are based upon such an out of date report. Additionally, we have no responsibility to update this report for events and circumstances occurring after this date.

We would like to thank the Council's officers for making themselves available during the course of the review.

Paul Dossett

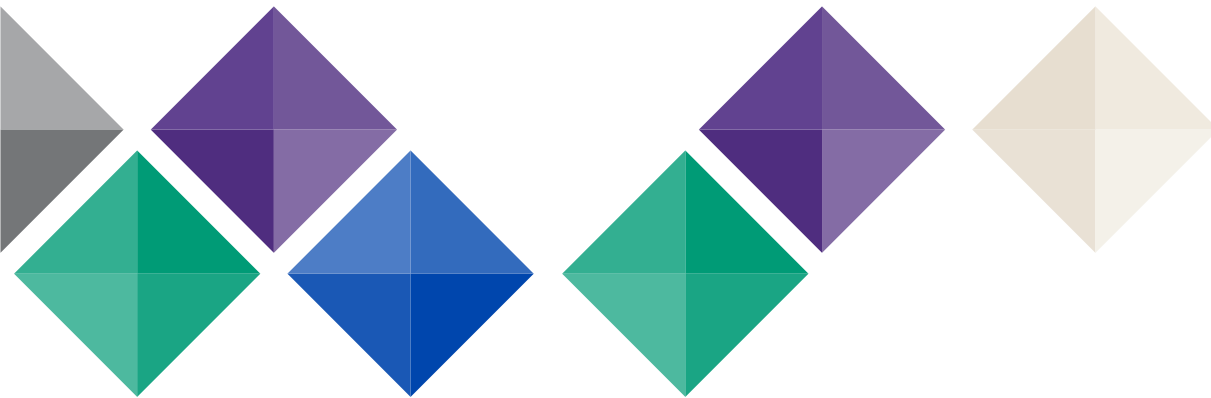
Paul Dossett

Partner and Head of Local Government
For Grant Thornton UK LLP

Chartered Accountants

Grant Thornton UK LLP is a limited liability partnership registered in England and Wales: No.OC307742. Registered office: Grant Thornton House, Melton Street, Euston Square, London NW1 2EP. A list of members is available from our registered office. Grant Thornton UK LLP is authorised and regulated by the Financial Conduct Authority. Grant Thornton UK LLP is a member firm of Grant Thornton International Ltd (GTIL). GTIL and the member firms are not a worldwide partnership. Services are delivered by the member firms. GTIL and its member firms are not agents of, and do not obligate, one another and are not liable for one another's acts or omissions. Please see www.grant-thornton.co.uk for further details.

Table of Contents



Section	Page
Summary findings	04
Detailed findings	05
Timeline of activities/decisions	11

Summary findings

Grant Thornton UK LLP were commissioned by the London Borough of Haringey to undertake an independent review of the Council's arrangements for procurement of a development partner for High Road West Tottenham.

Our work was undertaken during weeks commencing 21 and 28 August 2017.

With regard to this procurement exercise, our aim was to assess the following:

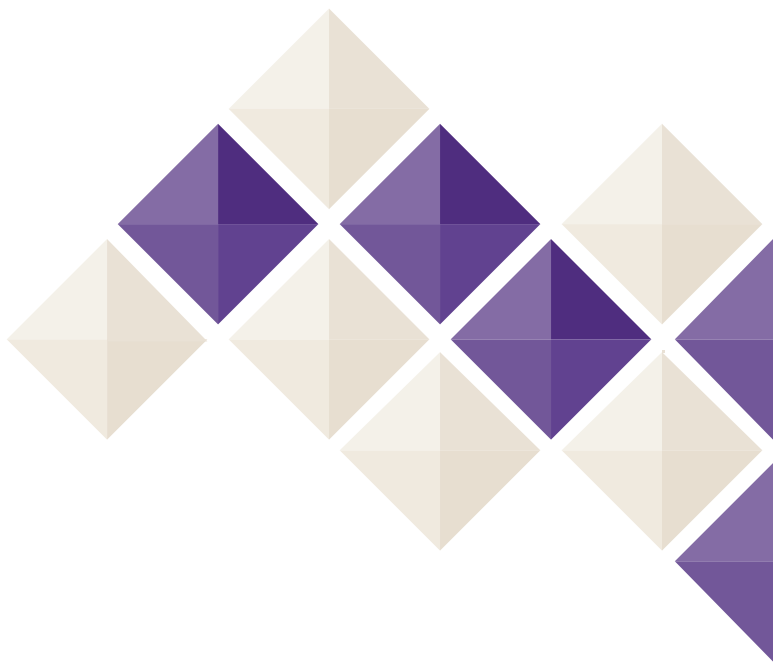
- Compliance with the Council's Standing Orders and Financial Regulations
- Compliance with the Council's procedures for public consultation
- The extent and adequacy of governance and scrutiny arrangements exercised by Members

We reviewed the Council's Standing Orders, Financial Regulations and further relevant procedures including the Council's Procurement Code of Practice. We identified the specific requirements and stipulations that obtain in the case of this procurement exercise. In each case we obtained evidence from management to enable us to reach an informed view on the three areas under consideration, as listed above.

Based on the evidence provided to us we are satisfied that the Council has complied with its own policies and procedures in carrying out this procurement exercise. We have identified no material omissions or examples of non-compliance with regard to Standing Orders, Financial Regulations or the Procurement Code of Practice.

We have been provided with committee reports and supporting documentation extending back to 2013, which demonstrate that decisions have been taken in accordance with the Council's constitution and that the local community were informed and consulted and their preferred option clearly evident in published reports.

We provided a detailed report of our findings to management on 1 September 2017.



Detailed findings

Compliance with Standing orders, financial regulations and Procurement code of Practice

Requirement	Summary findings	Conclusion
All procurement should be conducted via the Corporate procurement system.	We have been provided with a series of screenshots and system logs to demonstrate that the procurement process has been conducted to date using the Delta e-sourcing portal	No compliance issues identified
Cabinet are responsible for holding Directors to account for any decision made under their delegated authority	The masterplan was in sight of the cabinet committee on the following dates as per the council minutes. This gives the opportunity for cabinet to challenge and hold management to account. 28 th November 2013, 15 th July 2014, 15 th December 2014, 16 th December 2014, 13 th September 2016	No compliance issues identified
Cabinet approve awards of contracts over £500,000	This decision will be made by Cabinet on the 12 September 2017	Meeting not yet held.
Award of contracts of £500,000 or more should be treated as 'key decisions' and be recorded in the Forward Plan.	Forward plans viewed on website where this is detailed. Viewed the entry for August 2017 as the most up to date version, however previous iterations are still held on the website from earlier in the process. As per section 5 of the Constitution this is part of the Council policy.	No compliance issues identified
All cabinet reports for contracts over £500,000 must contain comments from Finance, Legal and Strategic Procurement.	We reviewed five Cabinet reports from November 2013 to December 2016. All of these reports included comments from Finance, Legal and Strategic Procurement.	No compliance issues identified
Key decisions should be compliant with the Constitution.	As per section 5 of the Constitution a key decision is defined as: In terms of the first part of the definition set out above, the following shall be key decisions: (a) Award of contracts or expenditure estimated at £500K or above except "spot contracts" and contracts for the supply of energy to the Council (b) Virements between service area revenue cash limits of £250k or above (c) Virements between service area capital budgets. As this regeneration constitutes a key decision have examined below that the treatment of this is consistent with that required for a key decision. No issues to note.	No compliance issues identified
Ensure compliance with EU law, England law.	OJEU notice issued on the 3 June 2016. Legal advice was obtained from Eversheds to support the procurement process. This advice was summarised and provided within the Cabinet papers (December 2015). In addition all Cabinet papers include a comment by the Council's legal advisors, setting out the legal implications and impact.	No compliance issues identified

Detailed findings

Compliance with Standing orders, financial regulations and Procurement Code of Practice

Requirement	Summary Findings	Conclusion
Procurement based on qualitative selection questionnaire must comply with the Crown Commercial Services.	We have reviewed CCS guidance on this issue and we are satisfied that the selection questionnaire is compliant with this.	No compliance issues identified
The responsible Director should record in writing the total value of the contract, to confirm if EU regulations apply. Those above £160,000 should be led by Strategic Procurement.	Evidence indicates that OJEU notice was published on 3 June 2016. As per the ISOS it is clear this features in the strategic plan as this plan is included in part of the bid information. Given the project value, the procurement has been led by the Business Unit and has received advice and support from the Strategic Procurement Team throughout the duration of the process. Evidence for this review has been received directly from Strategic Procurement staff involved in the process.	No compliance issues identified
Contracts over the value of £500,000 must be let following publication of an appropriate advertisement. All contracts over £25,000 must be published on "contracts finder".	Evidence indicates that OJEU notice was published on 3 June 2016. We viewed the entry on contracts finder which stipulates published date, closing date, contract start date and contract end date.	No compliance issues identified
The procedure to be followed must be determined prior to advertising.	Cabinet agreed in December 2015 that the process would follow the competitive dialogue procedure, prior to the advertisement in June 2016	No compliance issues identified
All communication and information exchange should be conducted via electronic means of communication	Per the bid instructions at 30.2.5 and 42.4 per the ISOS documentation all communication must be on the e-portal; thus electronic communications.	No compliance issues identified
Decisions and approval of awards should be evidenced within the Corporate Procurement System	The procurement process has not yet been concluded, however we have been provided with a series of screenshots and system logs to demonstrate that the procurement process has to date been conducted using the Delta e-sourcing portal and that the decision and award will also be recorded and notified through that route.	No compliance issues identified
Electronic bids may be opened at the appointed time by one officer.	We have completed a walk-through of the process for submission, opening and distribution of bids to evaluators and moderators via the Delta portal. We are satisfied that the process has been conducted robustly.	No compliance issues identified

Detailed findings

Compliance with Standing orders, financial regulations and Procurement Code of Practice

Requirement	Summary findings	Conclusion
The Head of procurement must ensure the independence of officers engaged in the procurement process.	We have been provided with copies of declarations of conflict of interest signed by the following officers: Helen Fisher, - Tottenham Programme Director Helen McDonough – Head of Socio-Economic Regeneration for Tottenham Judith Walker – Head of Libraries and Customer Services Liz Skelland – Tottenham Programme Manager Matthew Maple – Regeneration Programme Officer Patrick Uziac – Principal Lawyer, Property Paul Carten – Senior Finance Business Partner Sarah Lovell – Area Regeneration Manager (High Road West) Steve Clark – Strategic Procurement	No compliance issues identified
Officers must complete a declaration of conflict for each procurement project valued at £160,000 or above	As above	No Compliance issues noted.
The tender documents must outline the basis on which bids will be evaluated. Evaluation criteria and scoring methodology must be clearly defined.	As evidenced in the ISOS/ITCD and ISFT weighting is assigned to each question with each also defining what constitutes 'at a minimum' requirements and 'bidders should also' considerations. Thus the scoring criteria is defined.	No Compliance issues noted.
The bids are to be accepted on the basis of the most economically advantageous tender (MEAT).	Scoring criteria has been reviewed within the procurement documents which show a clear process to understanding and identifying the MEAT offering.	No Compliance issues noted.
Bidders clarification questions should be responded to promptly and circulated to all bidders.	We have been provided with a log of correspondence between the Council and prospective bidders on the DELTA system, which indicates a timely response to queries and transparent sharing of information with all bidders.	No Compliance issues noted.
Prior to the award of contracts over £160,000 financial or credit checks should be undertaken on the preferred bidder. This may also include insurance certificates, industry accreditation etc	This is done after the agreement of Cabinet scheduled for 12 th September 2017.	Meeting not yet held.
Abnormally low bids, should be evaluated.	"43.1 The Council reserves the right to reject any ISOS Submission(s) on the grounds of being abnormally low in accordance with Regulation 69 of the Regulations." In this instance however no abnormally low bids were received.	No Compliance issues noted.
The Procurement code of practices requires that there is a clear audit trail to support all procurement activity. All decisions on tendering and contract letting must be clearly documented, with sufficient detail to support decisions.	Signed record of decision to begin procurement process viewed. Delegated authority clear from cosignatories of Director of Regeneration, Planning and Development following consultation with Cabinet Member for Housing, Regeneration and Planning. This flows from the Cabinet decisions as detailed below which act as a decision audit trail.	No Compliance issues noted.

Detailed findings

Compliance with the Council's procedures for public consultation

Requirement	Summary findings	Conclusion
<p>Range of consultation undertaken to engage with the local community:</p> <ul style="list-style-type: none"> • Love Lane Residents • Local Businesses • Wide stakeholder <p>Need to assess if this is transparent and outcomes reported</p>	<p>In November 2013 Cabinet were provided with the High Road West Consultation Feedback Report, but also approved further consultation as the masterplan was developed.</p> <p>The High Road West Consultation Feedback Report included qualitative and quantitative feedback over an eight week period and sought to inform the process as well as inform others on what was being proposed. It was aimed at three main groups:</p> <ol style="list-style-type: none"> 1. Love Lane residents 2. Residents of the wider community 3. Local business services <p>A range of methods were used and the results provided to Cabinet, including the preferred option for the masterplan for each of the groups listed above. The Cabinet report provided a brief summary of these findings.</p> <p>Cabinet agreed to develop a Residents Charter. The Residents' Charter will set out Love Lane Residents' aspirations for the regeneration proposals and build on the housing assurances given to residents to ensure that they are not adversely affected by any future regeneration proposals.</p> <p>This was a public report and features in the cabinet minutes.</p> <p>Full Council and Scrutiny have not had an opportunity to formally respond to these reports and the decisions within.</p>	<p>Detailed consultation undertaken and Cabinet were made aware of the results and the decisions they were required to make as a result.</p> <p>The Local community were informed and consulted and their preferred option clearly evident in the Committee papers.</p>
	<p>In July 2014 Cabinet agreed:</p> <ul style="list-style-type: none"> • the Love Lane Residents Charter • principles and approach to engagement within the High Road West Consultation and Engagement Strategy • the approach to undertake statutory consultation with Council tenants on Love Lane Estate. <p>These all ensured that the Council continued to consult and meet its statutory obligations.</p> <p>This was a public report as per the cabinet minutes.</p> <p>Full Council and Scrutiny have not had an opportunity to formally respond to these reports and the decisions within.</p>	<p>Cabinet were provided with detailed document that set out what consultation had been undertaken, what was proposed and why.</p>

Detailed findings

Compliance with the Council's procedures for public consultation

Requirement	Summary findings	Conclusion
<p>Evidence of a range of consultation activities undertaken to engage with the local community, including:</p> <ul style="list-style-type: none"> • Love Lane Residents • Local Businesses • Wider stakeholders <p>Evidence to demonstrate that the results of procurement exercises are transparent and that outcomes are publically reported</p>	<p>The December 2014 Cabinet report provided the results of the next phase of the consultation process (September 2013 to October 2015) and the masterplan which has taken account of the results of the consultation.</p> <p>This stage of the consultation also included the statutory requirements for council tenants.</p> <p>Building on the consultation undertaken the Council approved Secure Council Tenant, Leaseholder and Private Tenant Guides, the Business Charter and agreed to annually review the Love lane Residents Charter.</p> <p>This was a public meeting as per cabinet report with notifications of filming rights.</p> <p>Full Council and Scrutiny have not had an opportunity to formally respond to these reports and the decisions within.</p>	<p>We have been provided with copies of published material including the masterplan – no compliance issues noted.</p>
	<p>Cabinet Report December 2015</p> <p>This report provided the High Road West Objectives for approval, which informed the procurement objectives.</p> <p>It included:</p> <ul style="list-style-type: none"> • business case for approval • agreement to the Competitive Dialogue Procedure under the Public Contracts Regulations to procure a commercial partner, to deliver the High Road West Regeneration Scheme • delegated authority to the Director of Regeneration, Planning and Development, after consultation with the Cabinet Member for Housing and Regeneration, to deselect bidders, in line with the evaluation criteria, throughout the procurement process and to return to Cabinet for approval of the preferred bidder following the conclusion of the procurement process. This was a public meeting, with the majority of information being available to the public, except for some exempt information. Eg commercially sensitive information. 	<p>The outcome of this decision was clearly communicated and reported through the council website.</p>
	<p>Cabinet Report September 2016</p> <p>This report provided the background and covered the approval of the funding for the scheme. The majority of the information was available to the public, apart from a short paper which sets out the funding and its sources for the project.</p>	<p>The outcome of this decision was clearly communicated and reported through the council website</p>
	<p>Cabinet report September 2017</p> <p>This report sets out the preferred bidder, the process thus far in the procurement exercise (a reiteration of previous cabinet viewed reports as above) and the preferred bidder with robust explanation as to why.</p>	<p>This Cabinet meeting is yet to be held.</p>

Detailed findings

Governance and scrutiny role exercised by members throughout the process. We have considered the role of Cabinet and delegated decisions, Overview and Scrutiny Committee and Full Council.

Requirement	Summary findings	Conclusion
Have Cabinet received adequate information to enable them to make informed decisions?	Can be concluded from the cabinet reports as previously detailed that sufficient information was provided.	No compliance issues noted
Have the procedures for 'key decisions' been followed, including delegated decisions?	Key decisions are featured on the forward plan as is appropriate as per section 5 of the Constitution. These have also been taken to Cabinet as part of delegated authority overview. Delegation is appropriate as per Section 2 of the Constitution of the council noted on their website. Part 4 of the Constitution states: "Key decisions may only be taken by the Leader, the Cabinet, or a Committee of the Cabinet, or an individual Cabinet Member or the Chief Executive as described below. Decision-making is allocated between these bodies/persons in accordance with of the Executive Responsibilities at Part 3 Section C and the Cabinet collectively may also delegate specific decisions to a committee of the Cabinet or an officer." The repeated updates to Cabinet show compliance with this.	No compliance issues noted
Do the minutes of Cabinet meetings indicate that the decisions have been based on robust discussion and debate?	Cabinet minutes show robust discussion and debate between management and councillors in regards to the redevelopment.	No compliance issues noted
Scrutiny – role and responsibility to be taken from the Constitution	The OSC's functions are set out in the Constitution. There is a protocol setting out how OSC operates. The Council's Policy, Intelligence and Partnership Unit coordinate the work programme of the OSC at the beginning of each civic year. Officers may suggest an item for scrutiny but is not obliged too. The OSC has regard to these suggestions when they decide their work programme. The OSC itself may request reports from the areas mentioned in the Protocol. There has been no referrals to or call ins so far from the OSC on the HRW procurement exercise. Scrutiny have not been involved to date	No compliance issues noted
Full Council are responsible for monitoring compliance with Council policy and related cabinet decisions	No reports have been issued to Full Council. No decisions taken in relation to High Road West to date have required a Full Council decision. The decision to dispose of land and seek Secretary of States Consent to dispose are the only Full Council decisions and as set out in the Cabinet report which is due to go to Cabinet on September 12 th , these will be taken to full Council (with the 12 th Sept Cabinet report) following the 12 th Cabinet decision.	This meeting has not yet taken place.

Timeline of activities/decisions

Month/year	Timeline
February 2012	Cabinet decision made to develop a masterplan and regeneration proposal for High Road West, Tottenham.
March to September 2012	Consultation undertaken on three masterplan options.
November 2013	Cabinet decision made to develop a comprehensive masterplan for further consultation with the community.
September to October 2014	Six week consultation process on High Road West Regeneration Proposals, including the masterplan framework. Statutory consultation undertaken with secure council residents living in Love Lane Estate.
December 2014	Cabinet presented with feedback on consultation and agreed the masterplan framework. Love Lane residents charter agreed. Funding requirements agreed. Negotiations with Tottenham Hotspurs Football Club agreed, to include possible land pooling agreement.
December 2015	Cabinet provided with a progress update since December 2014. Cabinet approved: <ul style="list-style-type: none"> • the High Road West objectives • business case , with the Director of Regeneration, Planning and Development in consultation with the Cabinet Member for Housing and Regeneration to refine following soft market testing • commencement of a Competitive Dialogue Procedure, under the Public Contracts Regulations to procure a commercial partner • delegated authority to the Director of Regeneration, Planning and Development in consultation with the Cabinet Member for Housing and Regeneration and to agree all documentation required to support the procurement process and to deselect bidders, in line with evaluation criteria, and to return to cabinet for approval of the preferred bidder • the phasing plan and to commence re-housing of the Love lane Estate.
	Soft market testing
	Start of Completeive Dialogue procedure
	OJEU notice issued
September 2016	Cabinet key decision, approval of funding for High Road West Housing Zone 2.



© 2017 Grant Thornton UK LLP. All rights reserved | Draft

'Grant Thornton' refers to the brand under which the Grant Thornton member firms provide assurance, tax and advisory services to their clients and/or refers to one or more member firms, as the context requires.

Grant Thornton UK LLP is a member firm of Grant Thornton International Ltd (GTIL). GTIL and the member firms are not a worldwide partnership. GTIL and each member firm is a separate legal entity. Services are delivered by the member firms. GTIL does not provide services to clients. GTIL and its member firms are not agents of, and do not obligate, one another and are not liable for one another's acts or omissions.

granthornton.co.uk

Appendix 9- High Road West Consultation and Engagement Background

1. Introduction

For over 5 years, the Council and StuF, the Independent Tenant and Leaseholder Advisor (“ITLA”) for the Love Lane Estate and design consultants have been working with the local community within, and surrounding the High Road West area, to develop the regeneration proposals for High Road West.

Key to this has been the development of the High Road West Masterplan Framework- a document which translates the local communities’ and the Council’s aspirations for change into an overarching vision and a set of design principles for change in the area. Other documents that have been developed as a result of robust engagement are; the Resident Charter which sets out residents’ aspirations for master planning issues, Design of Homes and outside spaces.

Since agreeing the Masterplan, the Council has kept its assurance to put residents and their aspirations at the heart of the High Road West Regeneration Scheme.

Throughout 2015 and 2016, the Council worked with residents and the ITLA to create A Resident Design Panel, as was agreed in the Resident Charter. The purpose of the Design Panel was to involve residents in all design aspects of the High Road West Regeneration Scheme.

After an extensive programme of community consultation and research undertaken by the Resident Design Panel facilitated by the ITLA and Council officers, which included; visits to other estate regeneration schemes, specialist training in design from the Design Council/CABE and dedicated workshops in key areas, such as housing and community facilities, the Resident Design Panel produced the High Road West Resident Design Guide (“Resident Design Guide”).

The purpose of the Resident Design Guide is to inform the design and development of the regeneration proposals for the High Road West area and the detailed designs for the new properties, public spaces and facilities. It builds upon the initial design principles established in the Residents Charter and articulates the design priorities for residents, drawing upon what they like and dislike about their present homes and the Love Lane Estate. It presents their design aspirations for the regeneration scheme.

The consultation and engagement on the High Road West regeneration proposals has been based on the “ladder of engagement” that can best be summarised as:

- **To inform** – ensuring that there are clear, regular and reliable communication channels that allow for the clear dissemination of information to residents and stakeholders in north Tottenham.
- **To consult** – meaningful consultation, statutory or otherwise, will be well planned and resourced, will engage as wide a range of people as possible and will be clear as to the choices the consultation is asking people to make or have a view on.

- **To involve** –through the establishment of formal and informal structures, residents and stakeholders will be involved in, and lead where possible, the development of plans, ideas and initiatives for their neighbourhood.
- **To collaborate** - partner with the residents, businesses and other public bodies in each aspect of the decision including the development of alternatives and the identification of the preferred solutions
- **To empower** – Where possible place final decision-making in the hands of the public

The guiding principles of the engagement and consultation process have been:

- **Being inclusive – engage all in the community**

Too often consultation and engagement concentrates on creating a dialogue with the most vociferous and organised groups within the community. A regeneration project of the scale and duration, as will be implemented at High Road West, will impact on all in the community.

The community of Tottenham is very mixed economically, socially and culturally. There are areas of great stability, with many residents having lived in the area for many years and yet the area is also characterised by a high degree of transience.

A key principle of the consultation strategy has been to engage with all sections of the community and maximise the opportunities for all in the community to understand and to participate. This has involved adopting a wide range of consultation and engagement methods and mechanisms, informed by the ITLA, to ensure that all material, such as the Resident Charter, Guides and engagement event material, is accessible to all, jargon free and translated into the main community languages.

- **Being transparent**

A key principle of the consultation strategy has been to deliver regular feedback to the community about how the plans have developed and how views and comments have been taken on board giving the community a sense of ownership of the process.

- **Create and maintain momentum**

A key principle of the consultation strategy has been to establish meaningful relationships with community stakeholders and to maintain and strengthen them throughout the regeneration process. This has particularly included the relationships with the Love Lane RA but also with other groups such as Tottenham Hotspur Football Club, the Headcorn and Tenderten RA and local businesses. We have aimed to ensure that the engagement process is a continuum that runs throughout the regeneration process establishing the framework for the future.

- **Honesty**

The Council has been committed to being open and honest with the local community. The process to date has laid out clearly the Council's plans and

aspirations. It is important to be clear about the nature, level and type of decisions that the community will be able to influence in the master planning process. There has been regular reporting back to the community on the changes that they have been able to influence.

2. Who have we engaged with?

Consultation and engagement has involved a wide range of community stakeholders within and surrounding the High Road West area. This has included:

The Residential community;

- Love Lane Council tenants
- Love Lane resident leaseholders
- Love Lane non-resident leaseholders
- Love Lane private tenants
- Love Lane Resident Association
- Private residents living above shops in the masterplan area
- RSL, (London and Quadrant; Newlon Housing Trust) tenants / leaseholders in the masterplan area
- Headcorn and Tenterden Estate
- Residents in the community surrounding the regeneration area

The Business community;

- Local businesses and landlords
- High Road properties
- Peacock and Nesta Industrial Estates
- Chapel Place Businesses
- Carberry Enterprise
- High Road West Business Steering Group
- Tottenham Traders Partnership
- Tottenham Hotspur Football Club

Community Infrastructure (including the Grange, Grace Centre and Library);

- Amenity Societies
- HAVCO / Bridge Renewal Trust
- Community facilities and community services, such as Selby Trust, CONEL and Tottenham Hotspur Foundation
- Local schools
- Faith Groups e.g. St Pauls CoE, St Frances de Sales Church
- Ethnic support groups e.g. Embrace UK and Haringey Somali Community and Cultural Association.

Consultation has also been undertaken with the following services/stakeholders;

- The Greater London Authority
- Transport for London

- London Fire Brigade
- National Health Service – GPs and Care Commissioning Body
- Metropolitan Police
- Ward Councillors
- Town and Country Planning Association
- Local schools
- Whittington

A range of internal stakeholders, including;

- Homes for Haringey
- Housing Policy Team
- Planning
- Highways
- Adult and Young People Services
- Community Services
- Public Health
- Economic Development and Regeneration colleagues
- Libraries

The Love Lane Resident Groups;

There has been a clear focus on consultation and engagement with Love Lane residents. Over the past three years, the Love Lane residents have developed several groups/panels to engage in the regeneration process, this includes:

- **Love Lane RA**
The Love Lane Resident Associations is a group of local people who work together to represent the collective views of their local community. They have highlighted important issues on their local estate; have provided feedback on our services, and worked in partnership with us to bring about change. The Love Lane RA has been instrumental in securing New CCTV for the Love Lane estate which is scheduled to be installed at the end of September to help address the increase in general ASB, criminal behaviour and rough sleeping in the area.
- **Love Lane Resident Design Panel**
Successful and sustainable regeneration depends upon the active and inclusive engagement of the local community in the shaping of their new neighbourhood and the design of their new homes.

We have engaged Love Lane residents to support them in developing a Design Panel. This panel has agreed and set out the resident priorities and aspirations for the physical design of the neighbourhood and the new homes. It has produced a local design document, based upon the principles established in the Love Lane Residents Charter and complementary to the High Road West Local Area Action Plan.

- **Love Lane Resident Procurement Team**

In December 2016, the Council's Cabinet agreed to involve representatives from the Design Panel and the Chair of the Love Lane Residents Association in bespoke meetings with bidders relating to community engagement and design to ensure that the Council seeks residents' views and is meeting its assurance to involve residents in all stages of the regeneration scheme. Residents have acted as advisors to the Procurement Team.

- **Love Lane Temporary Accommodation Tenants forum**

We recognise that those in private rented or Temporary Accommodation are often deeply affected by regeneration, but have fewer rights or options available to them. To help minimise the uncertainty that people living in T.A or private rented face, we have set up a forum to ensure that this group of residents have a voice and access to support. Currently the forum meets every quarter where they are updated about regeneration news and sign posted to services for support. A Senior Rehousing officer also attends the meetings to answer any housing queries that residents may have. Follow up advice and guidance is also provided on issues such as bidding. We are about to set up a private resident's surgery the purpose of which is to ensure that all such residents are fully aware of their rights and responsibilities with regards to the tenancies that they hold.

- **Leaseholders Association**

We have been working with the Independent and Tenant and Leaseholder Advisor and a group of leaseholders living on the Love Lane Estate in establishing a Leaseholder Association. Leaseholders have come together to represent their common interests to us. This has helped us better understand the needs and aspirations of this group of residents. The Leaseholder Association is involved in the Estate Renewal, Rehousing and Payments borough wide policy. In the near future this group will be involved in helping to inform the leaseholder offer for all leaseholders in the Love Lane area. Leaseholders have been provided in the procurement process as part of the Resident Procurement Panel and in January, the Council arranged for a valuations specialist to speak about the financial aspects of the various options including the shared equity model.

Businesses

The Council engaged with businesses throughout the development of the High Road West masterplan. As a result of this work and alongside the approval of the masterplan, the Council committed to a Business Charter, which set out the following commitments in accordance with feedback from the businesses:

- ensure businesses are able to participate in the regeneration proposals and are fully supported throughout the process,
- enable businesses to remain as viable as possible during the planning period and the subsequent regeneration, to enable individual traders to exercise real choice regarding their current and future options,
- a fair and equitable valuation and compensation process,

- endeavouring to keep the businesses and jobs within the area, or within the borough.

The Council has continued to engage with businesses on both an informal and formal basis throughout the procurement, with specific engagement events and activities focussed on projects such as the Tottenham Heritage Initiative, which is investing £2.25m to provide new frontages and business support for businesses in the Conservation Area and White Hart Lane station and public realm work engagement. Businesses have been provided with regular updates through newsletters, had access to training opportunities through the Council and in co-ordination with its partners and have had access to professional advice through the Business Property Manager.

The Council has just employed the services of Retail Revival who have a successful reputation in supporting and developing businesses. They will be helping to ensure that the Council has the capacity to meet the commitments of the Charter while also helping to reinforce the economic sustainability of individual businesses and the Local Centre as a whole. Working with the Tottenham Traders Partnership, they will be providing training, business development advice, including access to a small grants pot, addressing vacant premises through, for instance, use of Meanwhile activities from the local area and beyond and advising in initiatives which will address specific issues such as the temporary departure of Tottenham Hotspur Football Club and employment requirements in the local area.

As well as this, they will be providing an essential intelligence gathering and monitoring role, which will provide the information necessary for the Council to best support the business community around High Road West. It is expected that there will be a smooth transition between this service and any service provided by the preferred bidder, by ensuring that activities are focussed on business need based on dialogue between businesses and the Council, which is expected to ensure a good level of trust and continuity for businesses the community in north Tottenham.

3. How have we communicated?

Throughout consultations a wide range of channels and activities have been utilised to ensure engagement is maximised. These methods have evolved and changed as the regeneration proposals have progressed and residents have become more familiar and vocal about what methods best work for them. Some of the key methods of engagement utilised throughout the process are detailed in the table below

Communication Chanel	Method/Purpose
Dedicated Officers	The Council has ensured that dedicated Officers are regularly accessible to residents so that residents have a point of contact if they wish to discuss any regeneration proposals.

Door Knocking and Homes Visits	To maximise engagement and understanding of the Council's proposals, Officers have been door knocking and attending home visits during key consultation periods. The door knocking and home visits have allowed Officers to engage with hard to reach groups such as older, disabled and vulnerable people.
Engagement with Young People	<p>Dedicated activities and programmes have been run such as a series of sessions with local youth groups, the Dandelion Project and Project 2020. A key project included young people developing a presentation about the area's assets which was presented as a "TED"-style Talk to the Mayor of London's regeneration team at City Hall in November 2012.</p> <p>The opening of the Grange Community Hub has been a key element of the Council's strategy for engaging young people going forward.</p> <p>Young people have been particularly focussed for projects such as the Resident Design Guide, the Growing Places project and library engagement</p>
Haringey Council Website	A dedicated High Road West webpage has been used throughout the consultation periods. This website has detailed information on the regeneration proposals, has been used to advertise events and activities and also to direct people to the consultation feedback forms.
Newsletters	A dedicated High Road West newsletter has been regularly produced to inform residents of progress and to promote services available to them
Team North Tottenham	A local magazine which is produced and delivered to all properties in North Tottenham sharing and celebrating all the good things that are happening in the Community.
Rehousing Surgeries	The Rehousing Team hold two surgeries a week at the Grange Community Hub, to allow Love Lane residents to seek rehousing advice and support.
ITLA surgery	The ITLA holds bi-weekly surgeries at the Grange Community Hub, to provide independent support and advice to residents.
Community events/initiatives	Various community events, such as fun days, sports days, community craft sessions, mindfulness training and coffee mornings are held to engage a wide variety of stakeholders.

Social Media	Social media is utilised to engage with stakeholders. This includes the Council's twitter feed.
--------------	---

4. Community Buildings

A key mechanism for engagement has been through the two established community hubs in the High Road West Regeneration area. These are detailed below:

- [The Grange, Community Hub](#), was launched in September 2014 as a direct response to engagement with residents and a request for a building that residents could use to meet and discuss the proposals for High Road West.

The building is more than a place for the community to meet. The Grange offers a place where people can access support and where ideas can be exchanged, to shape physical and co-design services that address key issues within communities. For example, residents identified mental health and wellbeing as a priority for their communities and developed solutions as part of the Well London programme to address these concerns, including community food growing; peer support training in Mental Health First Aid and DIY Happiness; a participatory programme will also be delivered whereby local residents can submit their own funding ideas to support their community.

At residents' request Council Services hold workshops and programmes from the Grange to help build capacity and resilience within the community.

The Rehousing Team who support residents through the rehousing process are also located at the Grange, so that they are easily accessible to residents. Other services, such as Homes for Haringey's Repairs Service, the Economic Development Team and the Police and the Anti-Social Behaviour Team use the building to run services and be more accessible to Love Lane residents.

- [100 Whitehall Street](#) opened in January 2016 and houses early intervention and prevention Health services. These include the NHS Midwifery Service which provide pre and post-natal support and breast feeding advice and guidance, Blood Pressure checks and Healthy Eating Advice.

5.0 HRW Consultation and Engagement Activity Log

The log below, details some of the key engagement activity which has taken place in relation to the High Road West Regeneration proposals:

Date	Stakeholder	Rationale / Method
Autumn 2011	Residents from Northumberland Park and White Hart Lane wards	Captured residents priorities, as part of our Tottenham wide consultation

April 2012	Residents from Northumberland Park and White Hart Lane wards	A survey entitled “We Would Like to Hear Your Views” was delivered to residents to ask them about their home, the area and what improvements they would like to see in the area.
July 2012	Residents from Love Lane Estate	Homes for Haringey facilitated a meeting with residents from Love Lane to discuss the potential for change to the estate and to familiarise residents with the material discussed in the July Design workshop.
July 2012	Residents and business in the HRW area	A design workshop to provide a forum for the stakeholders to share experiences and insights with the design team and to consider emerging design options.
September – December 2012	Young People in North Tottenham	A series of sessions with local youth groups, the dandelion Project and Project 2020, to develop a presentation about the areas’ assets which was presented as a “TED”- style talk to the Mayor of London’s regeneration team at City Hall in November 2012.
Jan 2013	Love Lane residents	Newsletters.
April – June 2013	HRW residents, businesses and wider stakeholders.	<p>The High Road West master plans options consultation sought the community’s views on the Councils proposals on the HRW area.</p> <p>The consultation was centred around nine drop-in sessions where the community had the chance to see the regeneration proposals and speak with Council Officers and representatives from Arup.</p> <p>Included a resident fun day.</p>
April 2013- October 2014	Love Lane residents	Regular meetings with residents and the ITLA to develop the Love Lane Resident Charter.
May 2013	Love Lane residents and business	HRW consultation newsletters –Details about the 3 masterplan options including details on how to have your say.

October – Feb 2013	Residents and community groups	Tottenham’s future consultation – a five-month consultation to gather responses from a wide cross section of the community to inform and shape the regeneration framework. 3,762 people were engaged and over 939 feedback forms were received.
December 2013	Love Lane residents	Love Lane RA Christmas Event for the community.
October 2013	Love Lane residents	HRW update newsletter.
March and June 2014	Love Lane and Headcorn and Tenterden residents	The Council and Love Lane ITLA organised for the Design Council to lead a series of workshops with residents to build the capacity to enable them to fully engage in the regeneration process. This enabled them to have a greater understanding about the masterplan.
February – July 2014	HRW residents and business	Masterplan consultation events. The Council undertook a series of consultation events and workshops to help develop the comprehensive masterplan. It focused on key elements of the masterplan including housing, open and play spaces, community facilities, retail and employment and health and education.
April and October 2014	Love Lane residents	A visit to Woodberry Down and the Packington Estate were organised by the ITLA and the Council to ensure Love Lane residents could gain understanding of how other regeneration schemes are being developed.
August and September 2014	Love Lane residents	<p>Summer Night Lights Project, a partnership approach with Anti- Social Behaviour Team, Safer Communities and the Police to engage with the community, create community cohesion, tackle anti-social behaviour issues and develop and maintain better relationships between the Police and the community.</p> <p>A planned programme of community activities over 6 days.</p>

August 2014	HRW Businesses	Newsletter to all HRW businesses and community
13 September and 25th October 2014	HRW residents, businesses and wider stakeholders.	<p>A 6-week statutory consultation on the HRW Regeneration proposals/ s105 consultation for secure council tenants living on the Love Lane Estate. During this consultation the Council sought the communities' views on the following documents:</p> <ul style="list-style-type: none"> • The HRW Masterplan • The proposals for White Hart Lane Station • The Tenant, Lease Holder and Private Tenant Guides • The Business Charter • The HRW master planning framework • Equalities Impact Assessment • Ambrose and Mallory Court Draft Local Lettings Policy <p>The consultation included a number of events including a Community Fun Day and the launch of the Grange, Community Hub.</p>
September 2014	Love Lane Residents and Businesses	HRW Exhibition.
October and November 2014	Love Lane residents	<p>Autumn Night Lights Project, a partnership approach with Anti- Social Behaviour Team, Safer Communities and the Police to engage with the community, create community cohesion, tackle anti-social behaviour issues and develop and maintain better relationships between the Police and the community.</p> <p>A planned programme of community activities over 6 days.</p>
December 2014	Love Lane Residents	Newsletters detailing consultation feedback.
January 2015	North Tottenham Residents	Community Day.

February 2015	HRW Residents Businesses, secure tenants	Initial Demolition Notices served on properties within the Love Lane Estate. Publication in the Haringey Independent newspaper.
February 2015	Love Lane residents	Poster promoting Newlon and Ambrose and Mallory Court properties available to Love Lane secure Council tenants.
April 2015	Love Lane Residents	Love Lane Resident Move Guide launched.
June 2015 to present	Love Lane Residents	Twice weekly rehousing surgeries held for Love Lane residents.
June 2015	Love Lane Residents	HRW update newsletter.
July 2015- May 2016	Love Lane Residents	Flyers and posters promoting Design Panel recruitment. Launch of the Love Lane Design Panel. Regular meetings and workshops held with the Panel to create the Love Lane Resident Design Guide
August 2015 – present	Love Lane Residents	Housing Advice Surgeries including support for residents to bid for properties.
August 2015	Love Lane Residents	HRW update newsletter.
September 2015	Love Lane Residents	Love Lane Fest – a community fun day for Love Lane residents. Also an opportunity to consult on Design issues.
November 2015	Love Lane Residents	Shelter Booklet Publication to promote sheltered housing to older residents.
November 2015	Love Lane Residents	Autumn Night Lights Project, a partnership approach with Anti- Social Behaviour Team, Safer Communities and the Police to engage with the community, create community cohesion, tackle anti-social behaviour issues and develop and maintain better relationships between the Police and the community. A planned programme of community activities over 6 days.
December 2015- ongoing	Love Lane Residents	Post Move Surveys completed with all tenants from the Love Lane Estate who have been rehoused, to ensure tenants

		are settled in their new homes and to continually review the rehousing process.
January – March 2016	Love Lane Residents	Weekly coffee mornings with Housing Officers to discuss rehousing options.
January 2016– Present	Love Lane and Headcorn and Tenterden residents	Community led craft sessions held at 100 Whitehall Street.
January 2016– Present	Love Lane and Headcorn and Tenterden residents	The following health services offered at 100 Whitehall Street: <ul style="list-style-type: none"> - Midwifery support - Smoking Cessation - Weight checks - General health checks to try and tackle health deprivation within the ward.
February 2016	HRW Businesses	Newsletter to HRW businesses
February 2016	Love Lane Residents	HRW update newsletter.
February 2016	Love Lane Residents	Love Lane Residents Association Recruitment Flyers and Posters.
March 2016	Love Lane and Headcorn and Tenterden Residents	Heritage Group meeting to discuss way to incorporate history into regeneration schemes.
April 2016	Love Lane Residents	Love Lane Residents Association open evening an initiative to enhance the RA.
April 2016	Love Lane and Headcorn and Tenterden residents	Visit to Tate Modern to watch a documentary about the Haggerston Estate.
July 2016	Residents and Business'	Newsletters regarding the procurement of a development partner.
July 2016	Residents and local businesses	A community sports day. Linked to the Summer and Autumn Night Lights initiatives, which seek to deliver a range of activities across services to tackle and develop closer relationships between the community and the Police.

July 2016	Love Lane Leaseholders	Leaseholder meeting to introduce dedicated housing officer and consult on available options.
August 2016	Love Lane Residents	Procurement training for selected residents who will be advising on the selection of a development partner.
1 September 2016	Love Lane Residents	Love Lane RA meeting
September 2016	Love Lane Residents	Newsletter
September 2016	HRW Businesses	Newsletter
6 October 2016	Love Lane Leaseholders	Door Knocking leaseholders Introduction of new Leaseholder Engagement Officer
27 October 2016	Love Lane Committee members	Chair training – upskilling the committee
28 October 2016	Love Lane Procurement Team	High Road West Procurement - dialogue session
19 December 2016	Love Lane residents	Christmas Event at 100 Whitehall Street
January 2017	Love Lane residents	Newsletter: introducing the three shortlisted bidders, HRW approximate timeline, how to report ASB, promoting Well London opportunities.
January 2017 – Present	North Tottenham Residents	Midwifery services at 100 Whitehall Street
12 January 2017	Love Lane Leaseholders	Meeting with Leaseholders to communicate rehousing options, valuation expert from GVA spoke to leaseholders about the valuation process, obtained feedback from residents.
16 January – 31 March 2017 European Social Fund (ESF survey)	Love Lane residents	Examining employment barriers, 30-hour free child care to help residents into employment pathways.
20 February 2017	Residents living in temporary accommodation	Meeting – informing residents about the scheme and approx. timelines, referring to housing dept.
2 March 2017	Love Lane Residents	General Meeting
21 March 2017	North Tottenham Residents	Mental Health – Anxiety workshop
21, 22, 23 March 2017	Resident Procurement team	High Road West Procurement - site visits to bidders' schemes

27 March 2017	Love Lane Secure Council Tenants	<p>A 6-week statutory Section 105 consultation on ownership and management of replacement homes for secure council tenants on the Love Lane Estate. During this consultation the council sought residents' views on:</p> <ul style="list-style-type: none"> • Whether the Council or a Housing Association should own the replacement housing • The most important statutory rights • The most important tenancy terms • The most important services provided <p>The consultation included two drop in sessions at the Grange, one in the afternoon, one in the evening, attended by the ITLA and Turkish translator and officers went door knocking and made phone calls to residents to inform them of the consultation and assist in responding in required.</p>
27 March 2017	Love Lane Leaseholders	<p>A consultation on the shared equity housing was held at the same time as the S.105 which sought resident leaseholders' views on:</p> <ul style="list-style-type: none"> • The council's ambitions for the shared equity offer • The most important services provided • Whether the Council or a Housing Association should own the shared equity housing
28 March 2017	Resident Leaseholders	<p>Meeting to discuss estate issues particular focus on ASB, regeneration update and information about the S106 consultation on ownership of replacement homes.</p>
30 March 2017	Resident Procurement Team	High Road West Procurement - site visit de-brief session
April 2017	HRW businesses	Newsletter
5 April 2017	Love Lane Residents	Mental Health – Anxiety workshop
6 April 2017	Resident Procurement Team	High Road West Procurement - dialogue session

13 April 2017	Love Lane Residents	Mental Health – how to manage Anxiety Workshops
19, 20 April	Love Lane Tenants and leaseholders	Consultation Door knocking exercise
20 April 2017	Secure council tenants	S.105 Consultation Drop-in session: providing face to face opportunities to discuss ownership and management of the replacement homes.
25 April 2017	Resident Leaseholders	Meeting leaseholders to seek views on rehousing options provide update about the scheme
18 April 2017	Business'	Level 2 in Food Hygiene training. 16 business successfully passed the qualification.
2, 3, 4 May 2017	Love Lane tenants and leaseholders	S.105 Consultation door knocking exercise
11 May 2017	Love Lane Procurement Team	Pre-Meeting with resident's procurement team to familiarise residents with contents of dialogue session with developers.
18 May 2017	Love Lane residents	R.A committee meeting discussing estate issues, regeneration update and AGM
22 nd May 2017	Love Lane Procurement Team	High Road West Procurement - dialogue session
30 May 2017	Love Lane Leaseholders	Meeting with ITLA and Council officers, update on Leaseholder consultation, approx. timeline on development partner selection.
June 2017	HRW Business'	Newsletter: included; update on regeneration plans, promoting shop front face lifts, information on TTP's, White Hart Lane Station upgrade
1 July 2017	Love Lane residents	White Hart Lane public Realm consultation and fun day, including the Growing Places launch and planting day
4 July 2017	Haringey residents	Public Realm Improvement Drop In
5 July 2017	Haringey residents	Public Realm Improvement Drop In
11 July 2017	Love Lane Leaseholders	Estate Renewal and Rehousing and Payments Policy (ERRP) consultation meeting
11 July 2017	Love Lane residents	Newsletter: updating residents on procurement timescales, feedback from section 105 consultation, promoting ERRP consultation
13 July 2017	Residents living in temporary accommodation	Meeting – informing residents about the scheme and approx. timelines, referring to housing dept.

20 July 2017	Love Lane committee members	R.A meeting which also included Estate Renewal and Rehousing and Payments Policy (ERRP) consultation meeting
21 July 2017	Love Lane Residents	AGM
27 July 2017	Love Lane residents	Site visits to Clapton Park – the Poppy estate and Growing Kitchen
8 August 2017	Love Lane Leaseholders	Leaseholder meeting seeking feedback on the Estate Renewal and Rehousing Policy feedback with ITLA

This page is intentionally left blank

High Road West - Council Risk Register v 18th August 2017

Ref	Risk Description <small>[Identify the risk(s) to the programme that would reduce or remove the likelihood of the programme reaching its objectives include: the cause or source of risk, the event and its effect]</small>	Possible causes of the Risk	Possible consequences of the risk	Timing/ deadline	Risk Owner	Impact if risk occurs (1 (low) - 5 (high))	Probability of risk occurring (1 (low) - 5 (high))	Mitigating Action <small>[summarise the actions to reduce or eliminate the risk(s) associated with the project. It is good practice to formulate mitigation actions in conjunction with colleagues]</small>	RAG Status <small>[combine score of risk impact and risk probability]</small>	Open / Closed	Date closed
1	Ability of the Council and preferred bidder to conclude the contract negotiations within 3 months.	Capacity of the Council to manage the process - skills, resources; contract T&C's not acceptable to one or other party.	Timescales slip; reputation risks to the Council and preferred bidder; potential impact on the relationship between the Council, preferred bidder and third parties.	3 months from end of standstill period.	Head of Area Regeneration	4	3	A robust programme will be put in place following the conclusion of the standstill periods. External and in-house legal and commercial advisors are actively engaged with Council officers to identify and close out any terms which may cause problems.	12	Open	
2	Failure of the Council to enter into the DA and associated legal documents.	Signing of the legal agreements may be compromised or significantly delayed due to the decision not properly made and/or successfully challenged through Council or judicial processes.	Non achievement of the delivery of the Scheme objectives and growth figures; unsustainable financial future; reputation risks to the Council; impact on the Council's ability to secure partners for future development projects	Late December 2017/early January 2018	Head of Area Regeneration	4	2	Communication with senior officers, Council Members and the public is in place to ensure concerns are answered and proposals are aligned with Members' expectations; where action is required it is built into project. Corporate procedures and processes in place to respond to enquiries and FOI's. Detailed legal assurance (including by QC) of cabinet papers. An internal and an external audit of the Scheme has taken place.	8	Open	
3	Failure in governance arrangements pertaining to the Steering Group.	Council processes conflict with the Steering Group; Capacity of the Council to manage the process: skills and/or resources; incorrect or inadequate legal advice.	Key decisions either (a) delayed (b) are not made causing a delay to the scheme and loss of community confidence.	Post DA being signed	Head of Area Regeneration	4	2	The Council will ensure that officers representing the Council on the Steering Group and actioning as points of escalation are identified. It is important that officers have the correct level of seniority and are able to make decisions.	8	Open	
4	Failure of the Steering Group to complete the site wide conditions pertaining to the DA.	Not securing Secretary of States Consent to dispose of housing land; the development partner not securing planning approval; the Steering Group failing to agree the necessary strategies. This could be caused by incorrect or inadequate legal advice; incorrect or inadequate planning advice; disagreement between organisations in the Steering Group.	The DA does not become unconditional and the Scheme is not taken forward.	Post signing the DA.	Head of Area Regeneration	4	2	External legal and QC advice will be secured and statutory processes followed accurately. Early development of the strategies and joint working on the strategies to ensure that they can be agreed quickly.	8	Open	
5	Insufficiently robust legal terms and financial model.	Capacity of the Council to conclude and execute the agreements skills and/or resources; incorrect or inadequate legal and/or commercial advice.	Financial losses to the Council; unsustainable financial future; non-achievement of the Scheme's objectives.	Late December 2017/early January 2018	Head of Area Regeneration	5	1	Senior internal governance is in place to steer outcomes on critical issues and approve final terms. Expert commercial and legal advice is in place through to finalisation of documents.	5	Open	
6	Insufficient funds or Treasury arrangements to cash flow the Scheme.	A delay in entering into the individual Borough Intervention Agreements with the GLA; a delay in the Council joining the Group Investment Syndicate.	The Council needs to use its own funds to cash flow acquisitions; a delay in acquiring land.	Post signing the DA.	Head of Area Regeneration	4	1	Overarching Borough Agreement is in place with the GLA and individual BIA's are being progressed. The July 2016 Cabinet ring fenced funding to support the delivery of the Scheme.	4	Open	
7	Public/ stakeholder/ media opposition to the Scheme and preferred bidder.	Propagation of misinformation, inadequate consultation and/ or community engagement processes; inadequate communications/ media management programme.	Non achievement of the Scheme objectives; reputation risks to the Council and preferred bidder; impact on the Council's ability to secure partners for future development projects. Resident concern increases member opposition and/or vice versa.	Pre- and post when DA being signed.	Head of Area Regeneration	3	3	Building on the existing successful engagement with the community, the Council will put in place a robust communications and engagement programme, following selection of the preferred bidder. Post signing of the DA, the Council and the preferred bidder will implement (a) a robust shared communications plan and (b) a strong commitment to transparency. The High Road West Team have spent many years engaging and building relationships with the community- these relationships will be key to the success of any future communications and engagement strategies.	9	Open	
8	Interdependencies, or potential conflict, between other Council/third party regeneration projects in North Tottenham (WHL station, WHL public realm, THFC, HDV).	The Council's regeneration function not fulfilling its overall leadership and co-ordination role; The preferred bidder and third parties not co-operating or communicating with Council and each other.	Delays to delivery of the Scheme, and other critical regeneration projects; reputation risks to the Council and preferred bidder; impact on the Council's ability to secure partners for future development projects; potential financial losses due to non-completion of development.	Post signing the DA.	Director of Regeneration	3	2	The regeneration projects in North Tottenham are coordinated through the Tottenham Regeneration Programme governance structure. Dependencies/risks across key projects are caught in risk registers and in other relevant programmes and actively managed. Council's regeneration function will co-ordinate development activity and brokering relationships. The DA will also ensure that a landowners Group is established to facilitate the coordination of the three major regeneration schemes in North Tottenham; High Road West, Northumberland Development Project and Northumberland Park Estate.	6	Open	

9	Lack of transparency of the financial model and associated assumptions.	Lack of Council resources to fully interrogate and challenge the assumptions in the financial model.	Assumptions within the financial model are incorrect; the Council's land value is affected. Overall Scheme viability undermined.	When the DA is unconditional.	Head of Area Regeneration	4	1	The DA sets a framework for open book accounting and transparently. The preferred bidder will also pay for an independent cost consultant who will have a duty of care to the Council. The procurement strategy will also be agreed at the Steering Group. The Council will put in place the necessary recourse internally and externally to monitor the financial model and assumptions.	4	Open
10	Termination of the DA.	Judicial Review challenges; failure of the Council or preferred partner to undertake obligations within the DA.	Financial risk to Council and preferred partner. Jeopardy of outcomes; Reputational risk to all parties. Even if failure avoided, there is risk of need to bring expensive consultants in at short notice to do so.	When the DA is unconditional.	Head of Area Regeneration	5	2	Robust process followed to minimise risk from JR. Commercial Deal structured and agreed by parties and experienced advisers Pinsent Masons and GVA, so that Legal Documents, are based on this and capture market best practice, negotiation at Steering Group.	10	Open
11	Preferred bidder enters into administration/ is subject to take over and does not have the resources to deliver alongside other major projects..	Poor financial evaluation/ modelling processes by the Council and/ or preferred bidder; changes to wider economic circumstances or legislation impact on the viability of the preferred bidder; Bidder has a lack of resources to deliver the Scheme.	Cost implications for non-delivery of projects - legal challenges from contractors; non-achievement of, or delay to the Council objects; reputation risks to the Council and the preferred bidder	Post signing the DA.	Head of Area Regeneration	4	1	Due diligence in the procurement process has assessed financial viability of the preferred bidder and ability to resource and deliver the Scheme. Ongoing review of the preferred bidder's financial performance will be undertaken post signing the DA. Independent assurance processes (audit) assigned to review the Scheme.	4	Open
12	Loss of focus on or failure to deliver the non-housing outcomes e.g. social economic, sustainability.	Lack of financial incentives/ outcomes for the preferred bidder; poor engagement and/ or communications between the council and the preferred bidder; contract T&C's do not cover the required delivery outcomes.	Breakdown in the relationship between the partners; non achievement of the Tottenham People Priority objectives; reputation risks to the Council and preferred bidder; negative media coverage; impact on the Council's ability to secure partners for future development projects	When the DA is unconditional.	Head of Socio Economic Regeneration	3	1	Robust legal structure in place, which ensures that socio-economic outcomes are a condition which must be satisfied prior to land being drawn down. Therefore Scheme can not proceed if socio-economic outcomes are not achieved.	3	Open
13	Planning requirements including conservation, environmental, transport or other obligations makes viability and / or delivery generally difficult.	Compliance with requirements of planning policy, including affordable housing, viability review mechanisms is more difficult than anticipated, either due to overestimation of delivery team, stakeholder intervention, regional intervention or political intervention.	Need to refine the scheme, potentially putting pressure on viability, particularly on social benefits and potentially putting fundamental pressures on delivering elements of the scheme	Planning process	Head of Area Regeneration/ Developer	3	3	Liaise with Planning colleagues throughout process, agree to Planning Performance Agreement, ensure high quality of skills and capacity to understand planning needs.	9	Open
14	Unexpected ground conditions such as contamination of land.	As much of the site is formerly industrial, there is a possibility of significant substructure contamination on site, particularly to the north (probably later phases) and Moselle Culvert may be too fragile to build around.	Additional cost of remediation / alternative methodology for delivery - e.g. if ground conditions don't sustain quantum / size of buildings, additional piling might be needed	Pre-construction	Developer	3	2	Due diligence has been undertaken, indicating that there is limited risk of significant ground condition problems. Further site surveys will be required during and post planning to better understand implications of ground conditions.	6	Open
15	Library and Learning Centre does not meet user needs.	Lack of understanding, e.g. through lack of engagement or rapid advances / changes in technology or changing use needs means that LLC is not fit for purpose.	Underused facility with problematic business case	Planning process	Head of Area Regeneration	2	1	Close engagement with library providers and users, combined with levels of expertise in delivery to ensure flexible long term solution to delivery of library. Need client support consisting of consultant library expertise.	2	Open
16	Land assembly including associated issues such as Rights of Light and achieving clean title is not achieved.	Unwilling land owners, lack of information, poor case (e.g. at CPO).	Delays or worst case scenario, changes required to the scheme which could change delivery of objectives or viability of the scheme.	Planning process	Head of Regeneration	4	2	Legal advice throughout the process; proactive and professional property team including engagement, valuation and property agency services.	8	Open
17	Costs for project delivery of elements of the scheme (e.g. Library and Learning Centre) are higher than anticipated and put pressure on the social benefits.	Changing financial markets or underestimate of complexity of project / additional costs of delivery, changing of specification.	Underspecified facility or pressure on other social benefits	Pre-construction	Head of Area Regeneration	2	1	Professional team ensuring that specification is fit for purpose and costs are identified from the outset with contingency for changes throughout the scheme whether due to internal or external pressures.	2	Open
18	Failure to overcome negative perception of the north Tottenham area results in failure to attract residential, commercial or other investment.	Scheme is not of a high enough quality or marketing is not effective	Challenges to viability in later phases. Reputational damage to the Council	Construction phase	Director of Regeneration	4	1	Professional team ensuring that high quality is provided throughout the scheme and that quality is known in the market so that investment is attracted.	4	Open
19	Failure to deliver in accordance with external funding (Housing Zone) requirements.	Changes to the scheme combined with pressures on the fund	Reduction in the quality of the scheme / social benefits	Delivery	Head of Regeneration	3	1	Close working with GLA colleagues and monitoring of the Housing Zone objectives through the Tottenham Regeneration Programme.	3	Open

20	Changes in government, legislation, or national/regional policy affect ability to achieve defined outcomes.	Poor financial evaluation/ modelling processes by the Council and/ or preferred bidder following changes - failing to take account of legislation requirements; changes to wider economic circumstances. Potential impact of Brexit on the housing and commercial property markets and construction labour market. Potential impact of legislation/regulation changes following Grenfell Tower fire.	Breakdown in the relationship between the partners; legal challenges and financial losses to the Council; reputational risk; impact on the Council's ability to secure partners for future development projects	When the DA is unconditional.	Head of Area Regeneration	3	2	The Steering Group and members will continuously monitor external environment, horizon scanning. The Council, the preferred bidder and the Steering Group will provide input into decisions which may need to be taken as a result of external factors.	6	Open	
21	Loss of key staff and failure to fully resource to deliver.	Better jobs elsewhere / retirement / maternity leave.	Loss of skills reduces quality of the scheme and power of the Council to get social benefits from the developer.	Ongoing	Director of Regeneration	2	3	Good quality personnel approach combined with speedy and effective replacement process should key staff leave. Succession planning/Training of more staff to understand regeneration and related finance issues.	6	Open	
22	The preferred bidders performance is not adequate.	The preferred bidder and the Scheme do not meet the Scheme's objectives as defined in Development Agreement; the preferred bidder doesn't deliver to programme as attached to the DA; the preferred bidder doesn't have adequate policies, procedures or protections in place; external factors (including housing market performance) hinder the preferred bidder's ability to meet objectives.	The Scheme's objectives are not met. Council outcomes and financial returns are not achieved. Reputational damage to the Council and preferred bidder.	When the DA is unconditional.	Head of Area Regeneration	3	2	Steering Group will put adequate programme and risk management procedures in place, including for communication and escalation of critical issues. The Council will continuously assure quality of delivery. Member scrutiny via Overview and Scrutiny; engagement and communications strategy - resident and stakeholder involvement.	6	Open	
23	Interdependencies in delivery of the District Energy Network (DEN) serving HRW.	Lack of co-ordinated delivery of District Energy Network (DEN) infrastructure at HRW. Delays to preferred bidder programme delays delivery of the DEN Energy Centre Shell; Delays to the Council's procurement of DEN contractors; Lack of technical & commercial information is available to inform the HRW preferred bidder creating uncertainty for energy creation and supply during initial phases.	An interim energy solutions for early HRW phases is required; the Scheme's overarching delivery programme is delayed; claims for delay / compensations between preferred bidders at construction / implementation	When the DA is unconditional.	Head of Area Regeneration	3	2	The regeneration projects in North Tottenham are coordinated through the Tottenham Regeneration Programme governance structure. Dependencies/risks across key projects are caught in risk registers and in other relevant programmes and actively managed. Council's regeneration function will co-ordinate development activity and brokering relationships. The Council will assess delivery of the DEN through the Steering Group.110	6	Open	
24	Failure of the project to achieve the assumed regeneration uplift margins.	Risk that cost increases are higher due to the potential for interest rates to increase combined with Brexit pressure in labour force availability which may drive up labour costs.	Delay in delivery as phases are either marginal or not viable and phases are delayed until sales value increase and/or phases are reworked to drive value.	Pre and Post Agreement signature	Head of Area Regeneration	4	2	Phases are reworked to allow lower cost or better margin phases to be brought forward. VFM review of supply chain.	8	Open	
26	Failure of Council to resource HRW Steering Group correctly.	Under-resourcing of Steering Group and Council support functions. Staff not authorised to approve issues at Steering Group.	The ability of the Council to undertake its obligations and manage issues at the Steering Group is compromised and Council does not achieve it's objectives. Related CPO and land value issues are not fully understood, managed and approved by Council.	Pre and Post Agreement signature	Head of Area Regeneration	5	2	Council resources have been allocated and will be reviewed through the delivery of the Scheme. The Council will ensure that Steering Group Members understand the issues and are able to draw on their experience to manage issues at this level.	10	Open	
	Signing of the DA, establishment of the Steering Group and development of the strategies										
	· Reputational (green)										
	· Governance/management (blue)										
	· External/market (yellow)										
	· Regeneration delivery										
	· Closed risks (grey)										

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank