

Report for: Housing and Regeneration Scrutiny Panel, 14th March 2019

Title: High Road West - update

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**Report for Key/
Non Key Decision: Report for information**

1. Introduction

1.1 This briefing note provides an update regarding the High Road West scheme.

1.2 In September 2017, Cabinet agreed for the Council to select Lendlease as the preferred bidder for the High Road West scheme and agreed for the Council to acquire 145 social rented homes and 46 shared equity homes as part of the agreement.

1.3 As well as the delivery of Council owned homes as referred to above, the proposed scheme includes:-

- Over £10m of funding for social and economic support for both businesses and residents
- A modern Library and Learning Centre and a refurbished Grange Community Hub
- 143,500sqft of green spaces for the community including a large new linear community park
- A new civic square which will be an important focus of local events and activities
- Over 130,000sqft of commercial, retail and leisure space
- Over 3,300 construction jobs and more than 500 end-user jobs once the development is complete.

1.4 In July 2018 the Mayor introduced new rules related to his funding of estate based regeneration, including the need for a ballot of residents for the redevelopment of social housing estates including more than 150 new homes. The ballot applies to secure tenants, leaseholders and freeholders and any resident who lives on the estate and has been on the Council's housing register for at least a year.

2. The Housing Offer

CONSIDERATIONS OF THE BALLOT ON THE HOUSING OFFER AND VIABILITY OF THE SCHEME

2.1 It has been the clear focus of the current Administration to use a range of tools to deliver a step change in the number of Council homes in the borough. The High Road West project provides the opportunity to contribute significantly to this objective, with a realistic delivery timetable and at an affordable price of acquisition. Any further social rent Council homes would be purchased into the Council's Housing Revenue Account. The inclusion of a substantial

number of additional council homes has a significant impact on scheme viability, because of the capital subsidy that every additional affordable home requires. This means there is a 'gap' in the scheme finances, which the Council and Lendlease are currently working to address, in discussion with the Mayor's team at the GLA.

THE COUNCIL'S 'LANDLORD OFFER'

- 2.2 The ballot of residents will be based on a 'Landlord Offer'. The current proposal is that this offer will include a local lettings policy, describing how the additional Council homes will be allocated. Local residents affected by the change will be consulted on the Landlord Offer, following this further work to close the viability gap.
- 2.3 The local lettings policy will aim to deliver on the Council's commitments to secure and assured tenants and resident leaseholders to provide new homes in the High Road West scheme. As well as this, the addition of extra Council homes on High Road West would provide the opportunity for homes to be provided to other people in housing need in the borough, including those currently living in temporary accommodation on the estate.
- 2.4 As well as the local lettings policy consultation, a leaseholder offer will be consulted upon with leaseholders on the Love Lane Estate. These two documents, along with further information regarding the scheme will be collated as a 'Landlord Offer'.
- 2.5 The ballot of residents would follow a Cabinet decision to approve the 'Landlord Offer', taking into account consultation feedback regarding the adoption of the local lettings policy and leaseholder offer. The Council has been working with the "Independent Body", 'Electoral Reform Services', who ensure independent and impartial delivery of the ballot as well as providing a range of services to assist residents. This includes providing varying methods to vote, a range of languages for the ballot material and support for the engagement.

3. Land Assembly

Local businesses

- 3.1 The Council made a series of commitments to businesses in 2014 through the Business Charter. These comprise:-

Commitment 1: ensuring opportunities to participate in regeneration and supporting businesses through the process

Commitment 2: enabling businesses to remain as viable as possible during the regeneration and allowing businesses to exercise choice in their future options

Commitment 3: fair and equitable valuation and compensation process

Commitment 4: endeavouring to keep businesses and jobs within the area or borough

- 3.2 There are over sixty businesses directly affected by the High Road West scheme, representing around 200,000sqft of floorspace including carpentry & joinery workshops, metal working workshop, car repairs, upholstery and antiquity furniture restorer, MOT stations, a cake factory and design studio. High Road West aims to provide 200,000sqft of retail, business and leisure space, which can include space for many of the existing businesses currently operating in the area. Where the scheme cannot accommodate businesses, Lendlease and the Council

are working with those businesses to identify suitable alternative premises in the vicinity and elsewhere.

- 3.3 The scheme aims to create over 3,300 construction jobs and over 500 end-user jobs, with at least 40% of the jobs for local people. High Road West provides programmes offering local people the skills and opportunity to secure long-term careers and enable young people to access apprenticeships and work placements.
- 3.4 Officers and Councillors have been speaking with businesses throughout the process of developing the scheme, including consultation with businesses during development of the masterplan, a series of steering group meetings, one to one meetings and newsletters. The Leader visited the Peacock Estate and spoke with businesses in July last year. With many of the existing businesses located on sites that will only be redeveloped in later phases of the High Road West scheme, the timescales for relocation are significantly longer than those for the homes in the south. With the selection of Lendlease as preferred bidder, it has been possible to accelerate the engagement of businesses, with a number of varying approaches, including work by Retail Revival who are working with businesses on aspects such as business planning, visual displays, marketing and food hygiene. The Council and Lendlease will be looking to deliver 'business breakfasts' in the future, which will allow the opportunity to ask questions and get advice from speakers and experts.
- 3.5 The Council is engaging with Tottenham Hotspur Football Club to acquire land held by them within the scheme boundary, including the Goodsyrd Site on the western side, and the 'Fairgate Site' to the north.

4. Community Engagement

- 4.1 In 2014, A Resident Charter was created which sets out residents' priorities for the High Road West Area and how it should be delivered. A residents' design panel was formed in 2016 to describe resident requirements for their new homes and the neighbourhood, which were used to inform the developers during the bidding process.
- 4.2 Following the appointment of Lendlease as development partner in 2017, both the Council and Lendlease have continued to engage closely with residents and businesses on the regeneration proposals using various methods such as:-
- Newsletters and surveys
 - Home visits, community drop-ins and door knocking
 - Consultations on Leaseholder and Secure Tenant offers
 - Community fun day
 - Engagement with Love Lane Estate Residents Association
 - Engagement with non-English speakers through an interpreter
 - Engagement with vulnerable residents through the Public Health Local Area Coordinator
- 4.3 The Engagement Team are currently undertaking outreach work and door knocking as well as surgeries and other methods to ensure that everyone has the opportunity to discuss matters related to the scheme and officers have met with groups such as Temporary Accommodation Group (TAG) to discuss their concerns.
- 4.4 In January the Resident Association AGM elected a new committee made up of residents from different parts of the estate and of different tenures to provide a well balanced representation for the benefit of residents. The RA is progressing matters such as the procurement of a new

Independent Tenant and Leaseholder Advisor (ITLA) contract and development of a range of engagement activities, with officers supporting where required.

5. Rehousing

5.1 In 2014, a dedicated team was set up in order to facilitate the re-housing of residents from Love Lane Estate to another property. The rehousing team are based at The Grange, a community centre opposite the Love Lane Estate. Their main activities include;

- Forming relationships with residents in order to keep them informed of the proposed regeneration plans and the available rehousing options
- Supporting residents during the move process and to settle into their new property
- Helping residents to resolve any of their day to day issues

5.2 Once a secure resident has been moved from the Love Lane Estate, the newly vacant property is then let to a non-secure tenant in temporary accommodation, on a temporary basis. This supports the Council's housing commitments and avoids properties being left empty, promoting activity in the area and reducing the likelihood of anti-social behaviour.

5.3 The table below indicates how many residents have moved from Love Lane since 2014. The majority of secure tenants who have moved from Love Lane have chosen to stay in the Tottenham area. Most of the secure tenants who remain on the estate have expressed the wish to stay in the HRW area and move into a new property once they have been built.

Tenure:	No. of tenants December 2014:	No. of tenants December 2019:	December 2019 Percentage
Secure Tenants:	193	49	16.49%
Temp Accommodation Tenants:	19	182	60.95%
Resident Leaseholders:	36	31	22.56%
Non-resident Leaseholders:	49	35	

6. Socio-economic Update

6.1 A £10m socio-economic programme, which is a key commitment of the High Road West project, is in the process of establishment. This programme aims to ensure that the scheme builds a confident resilient community that will benefit from the opportunities that the regeneration will bring and ensure that local people are at the heart of the programme. This investment provides the Council with the opportunity to develop a long term sustainable approach to delivering community benefits in the area over the coming years.

6.2 The following activity has been undertaken as part of the first phase of the socio-economic programme:

- The HRW Community Impact Group has been established with local residents and youth council representatives who will help guide investment of a local community projects pot
- “Sports Inspired” has commenced delivery in a number of local primary school
- A new school based enterprise programme is being delivered in local primary schools
- Placements have been made to the Be-onsite programme supporting those furthest from the job market

7. White Hart Lane Station and Public Realm Update

- 7.1 Alongside the High Road West scheme, major improvements are being made to White Hart Lane Station. These works are well underway, with bore holes to create the pedestrian tunnels now completed. The lift shafts were built in December and the interior of the station expected to commence in summer 2019. The station opening date is now projected for autumn 2019.
- 7.2 Meanwhile, work to the public realm around the station is also nearing completion with paving due to complete in March and road surfacing finalised in April. The scheme incorporates Sustainable Drainage Systems (SUDS) in its design to mitigate the likelihood of flooding, creates a more accessible and attractive streetscape and optimises planting to promote environmental enhancements. The Council has worked with a number of stakeholders including the Metropolitan Police, Veolia who have adapted their approaches to the new streetscaping, and the “We Are the 14% Group”, a local organisation who worked with the team on accessibility.