

## APPENDIX 12 MAYOR OF LONDON - HOMES FOR LONDONERS: DRAFT GOOD PRACTICE GUIDE TO ESTATE REGENERATION

This appendix demonstrates how the regeneration of Northumberland Park reflects the Mayor of London’s draft ‘Good Practice guide for estate regeneration’. It sets out how the Council has complied with the guidelines to date, and how the HDV will use the strategies embedded in this Business Plan to comply with the guidance during the design development and delivery phases.

### 1.1 SUMMARY/CHECKLIST OF KEY REQUIREMENTS

#### 1.1.1 Aims and objectives for estate regeneration

1.	Are the aims and objectives transparently and clearly stated?	<p><b>Compliance to date:</b> The Council seeks a regeneration of the existing estate that will directly link to Social and economic transformation. Aims for the regeneration are clearly set out in:</p> <ul style="list-style-type: none"> <li>• Haringey Corporate Plan 2015-2018</li> <li>• Tottenham Area Action Plan</li> <li>• Tottenham Strategic Regeneration framework</li> <li>• The Tottenham People Programme</li> <li>• Northumberland Park Strategic Framework.</li> <li>• 2015 Public Consultation Report</li> </ul> <p><b>Future compliance:</b> This Business Plan sets out a framework for future compliance including:</p> <ul style="list-style-type: none"> <li>• Setting out a vision for the transformation that puts meaningful engagement with local people at the heart of change</li> <li>• Directly linking four social impact themes for change to the Authorities Key Principles for Change, and using these as key criteria for the embedded strategies for physical transformation,</li> </ul>
2.	Have there been meaningful opportunities for engagement from all stakeholders, with residents' view being primary?	<p><b>Compliance to date:</b></p> <ul style="list-style-type: none"> <li>• In 2014 the Council’s community consultation to inform the Northumberland Park Strategic Framework endorsed the need for change, with local people identifying that the delivery of wide ranging regeneration would help to create safe, modern and high-quality places, with more opportunities to bring forward the benefits local people want to see, as well as confirming that they wanted to bring better homes, better public open spaces, with safer streets, and public facilities that will enable the existing community spirit to build and flourish. Their views are captured in the Council’s five Key Principles for Change which inform the Northumberland Park Strategic Framework. Additional documents reflecting the community’s aspirations have been incorporated into the Haringey Corporate Plan, Tottenham People Programme, Northumberland Park Strategic Framework Consultation Report, and Tottenham Area Action Plan, all of which have been reviewed.</li> <li>• A summary of all other stakeholder/resident engagement to date can be found in section 1.1.2 below and the Community and Stakeholder Engagement Plan appendix 8 to this Business Plan</li> </ul> <p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>• A mapping exercise has been undertaken to identify the stakeholders and their engagement moving forward</li> </ul>

		<p>throughout the different stages of the project, this document will be continuously updated throughout the process.</p> <ul style="list-style-type: none"> <li>• A stakeholder engagement programme is proposed by the HDV which will ensure thorough and meaningful engagement with a wide range of existing stakeholders across many different platforms. This is in addition to the Council's own consultation strategy, which is ongoing and pursuant to its legal obligations.</li> </ul>
3.	Has the most appropriate combination of interventions been considered including repair, refurbishment, investment, infill, demolition and rebuild?	<p><b>Compliance to date:</b></p> <ul style="list-style-type: none"> <li>• A number of development scenarios have been considered by the Council in their Strategic Framework Report</li> </ul> <p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>• The indicative masterplan for regeneration which forms the baseline of the Business Plan is predicted on the retention of the existing good quality housing stock, and acquisition and demolition of poor housing stock for replacement with quality new homes.</li> <li>• This will be tested through community engagement, and further analysis undertaken to inform design development.</li> </ul>
4.	If demolition and rebuilding has been chosen as part of an estate regeneration, is this only happening where it does not result in a loss of social housing, or where all other options have been exhausted?	<p><b>Compliance to date:</b></p> <ul style="list-style-type: none"> <li>• It is important to note that no decisions have been made by the Council in regards to whether the estate should be redeveloped by the HDV, whether by demolition or rebuilding.</li> </ul> <p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>• The Business Plan outlines a provision of 40% affordable housing of all new housing proposed to be delivered, which represents a net increase in provision.</li> <li>• All existing social rented homes will be re-provided, and there will be a net increase in affordable rent.</li> </ul>
5.	Will the proposed regeneration improve the appearance of the estate and surrounding area?	<p><b>Compliance to date:</b></p> <ul style="list-style-type: none"> <li>• The Council has procured the HDV to propose a transformation of the estate that will create a step change on the quality of the estate and surrounding area, founded on good urban design principals.</li> </ul> <p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>• The indicative masterplan embedded in this Business Plan, is focused on creating places for people; a network of new high quality public spaces.</li> <li>• The existing housing stock and external spaces within the area are generally in poor condition, where appropriate these will be replaced helping improve the appearance of the estate considerably.</li> <li>• A masterplan will be developed that will strengthen and enhance wider connectivity by breaking social isolation and barriers currently in place through existing buildings and layouts. This will encourage connection of Northumberland Park to its surroundings with a network of new streets and routes through the whole area increasing footfall, perceptions of safety and encourage greater participation.</li> </ul>
6.	Is the proactive monitoring of outcomes in place, with resident involvement?	<p><b>Compliance to date:</b></p> <ul style="list-style-type: none"> <li>• Community consultation to date has been monitored, and outcomes used to inform the brief for the HDV</li> </ul> <p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>• Social and Economic KPIs will be put in place against the success of the regeneration will be measured</li> </ul>

	<ul style="list-style-type: none"> <li>Place Surveys will capture community values and provide a benchmark for guiding change and measuring the place experience today and in the future. These will take place every two years throughout the life time of the HDV.</li> <li>The use of Commonplace, an interactive online tool is proposed to capture data throughout consultation processes and enable full audit and drill down capabilities to ensure our engagement is representative of the demographics of NP</li> <li>Outputs from all engagement will be recorded and played back to the community in easily digestible formats including 'You said, we did summaries' which will demonstrate how HDV have changed plans and strategies to adopt feedback from the community. This will be communicated through newsletters, reports, and presentations.</li> <li>A Community Hub will be established within the estate that will, provide opportunity for feedback, monitor engagement, and provide community feedback on resulting changes.</li> </ul>
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## 1.1.2 Consultation and engagement with residents

7	<p>Has consultation been transparent, extensive, responsible and meaningful?</p>	<p><b>Compliance to date:</b></p> <p>The Council has undertaken significant consultation to date as set out in the Place Making Business Plan and appendix 8 (Community and Stakeholder Engagement Plan).</p> <p>Over the past five years, the Council has led wide ranging, and detailed, community engagement programmes to inform its regeneration plans, planning policies and housing strategies. Key consultations include:</p> <ul style="list-style-type: none"> <li><b>Tottenham's Future Consultation:</b> In October 2013, Haringey Council commissioned an independent organisation, Soundings, to conduct a thorough five-month consultation exercise called Tottenham's Future, to gather views from the community on their hopes and ambitions for the next 20 years. This included a dedicated focus on the Northumberland Park area. The responses fed into and shaped the council's 'Tottenham Strategic Regeneration Framework' which sets out how the local community's priorities can be achieved. More information on the Tottenham's Future consultation, and the Tottenham Strategic Regeneration Framework, is available to view at: <a href="https://tottenham.london/about/tottenhams-future-consultation">https://tottenham.london/about/tottenhams-future-consultation</a></li> <li><b>Northumberland Park Strategic Framework consultation:</b> To inform the development of the Northumberland Park Strategic Framework a two-stage engagement process was held. The first stage helped to inform the development of a set of 'Key Principles for Change' whilst the second stage asked for the community's views on these Key Principles.</li> </ul> <p>Further information about this consultation is available to view here: <a href="https://tottenham.london/explore/northumberland-park/explore-northumberland-park-key-principles-change">https://tottenham.london/explore/northumberland-park/explore-northumberland-park-key-principles-change</a></p> <ul style="list-style-type: none"> <li><b>Tottenham Area Action Plan Consultations:</b> The Council has prepared the Tottenham Area Action Plan Development Plan Document that puts clear planning guidelines and policies in place to support local people's</li> </ul>
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		<p>ambitions for long-term regeneration in Tottenham, bringing thousands of new homes, better access to jobs and employment and improved transport links. The Area Action Plan includes clear policy guidance about how change and development should come forward in the Northumberland Park area. Since 2015, public consultations on the Regulation 18 and Regulation 19 versions of the Area Action Plan have taken place with an Examination in Public happening between August – September 2016. Subject to the Plan being found ‘sound’ by the Planning Inspector, the Area Action Plan will be reported to Regulatory Committee, Cabinet and Full Council for formal adoption in Summer 2017.</p> <p><b>Future compliance:</b> Following its formation, the HDV will commence consultation operating under the following guiding principles:</p> <ul style="list-style-type: none"> <li>• Transparent and timely: HDV will operate in an open and transparent way and ensure timely delivery of project information and responses to feedback.</li> <li>• Building relationships: HDV will invest in long-term relationships with key stakeholders and community partners</li> <li>• Clarity of purpose: HDV will be clear about why and how we are engaging and what the community can expect us to do with their feedback</li> <li>• Inclusive: HDV will proactively use a range of engagement methods and opportunities to ensure the broadest range of stakeholders can participate</li> </ul> <p>This is in addition to the Council’s own consultation strategy, which is ongoing and will include compliance with section 105 Housing Act 1985.</p>
8	Are all the viable options set out, with supporting data shared as early as possible?	<p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>• HDV and the Council will ensure that at the appropriate early stages in their respective consultation processes for each phase, viable options will be set out with the appropriate data shared.</li> </ul>
9	Has there been consideration of the costs and benefits, both in financial and social terms, of all viable options against ‘doing nothing’?	<p><b>Future compliance:</b> The costs and benefits of all viable options against ‘doing nothing’ will be considered by the appropriate decision makers as the proposals are developed.</p>
10	Have social tenants and resident leaseholders been engaged primarily, and relevant views considered from other affected parties, including private tenants, non-resident leaseholders, and business/community tenants?	<p><b>Compliance to date:</b></p> <ul style="list-style-type: none"> <li>• Yes – engagement with local people to develop regeneration plans has been ongoing since 2013 with a specific focus on tenants and leaseholders since 2015 when the first Residents Association was established (there are now three).</li> <li>• The Council has dedicated officers working on the ground, who work with the democratically elected Resident Associations, to ensure that residents are aware of the proposals. As well as a Community Hub (now run and managed by the Resident Association), community events and monthly Information Day where officers are on hand to answer resident questions, people are also able to access</li> </ul>

		<p>independent advice and support via the Independent Tenants and Leaseholder Advisor (jointly appointed by the RAs and the Council.)</p> <p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>• Based on the consultation to date, the HDV has developed a business plan that considers the views of all residents and our understanding of the issues and opportunities communicated.</li> <li>• The HDV has developed an engagement plan that will launch a number of activities in the first 100 days to: start building relationships with key stakeholders, provide opportunities for residents to be part of the decision-making process and to build community capacity.</li> <li>• The HDV will specifically address the concerns of existing residents at the right time. This includes utilising the Eric Allin Centre to create an enhanced community hub that enables increased levels of participation amongst residents.</li> <li>• The Council will be undertaking detailed consultation which focusses on social tenants and resident leaseholders .</li> </ul>
11	Has an appropriate range of methods of engagement been used?	<p><b>Compliance to date:</b></p> <ul style="list-style-type: none"> <li>• As set out above, the Council has dedicated officers working on the ground, who work with the democratically elected Resident Associations, to ensure that residents are aware of the proposals.</li> <li>• A Community Hub has been established by the Council (now run and managed by the Resident Association), community events and monthly Information Day where officers are on hand to answer resident questions, people are also able to access independent advice and support via the Independent Tenants and Leaseholder Advisor (jointly appointed by the RAs and the Council.)</li> <li>• The Council has a dedicated Team North Tottenham, Northumberland Park News and Tottenham News newsletters regularly delivered to all residents on the estate.</li> </ul> <p><b>Future compliance:</b></p> <p>The HDV will work with both formal and informal networks and use a range of methods for effective engagement. This will include: working with RA's, council engagement officers and community groups.</p> <p>The HDV will develop specific methods that target BAME groups (e.g. Turkish &amp; Polish speaking resources) &amp; special needs. This will include;</p> <ul style="list-style-type: none"> <li>• Interactive digital tools</li> <li>• Co-design workshops</li> <li>• Outreach through face to-face, mobile and pop-up events</li> <li>• Meanwhile uses</li> </ul> <p>A Community Hub will be established within the estate that will maintain a 'library' and shop front presentation of all live consultation material, provide opportunity for feedback, monitor engagement, and provide community feedback on resulting changes.</p>

12	Has there been support for residents to participate meaningfully?	<p><b>Compliance to date:</b></p> <ul style="list-style-type: none"> <li>The Council has dedicated officers working on the ground, who work with the democratically elected Resident Associations, to ensure that residents are aware of the proposals</li> <li>The Council has established a Place Champions training structure has been established by Haringey to train a handful of resident who can represent the wider resident community in the regeneration process.</li> </ul> <p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>HDV will engage with the Place Champions and absorb them into the regeneration process to assist in the testing and communication of plans with the wider community.</li> <li>The HDV will partner with the Place Champions during the design development phase and ensure that they contribute meaningfully.</li> </ul> <p>The HDV will in addition introduce the following support for local participation:</p> <ul style="list-style-type: none"> <li>Employ local people as champions of change to communicate the regeneration</li> <li>Establishment of a Community Hub to share information, host meetings, exhibitions and free events focused on sharing ideas</li> <li>Meaningful engagement programmes which will specifically target hard to reach groups</li> </ul>
13	Have 'interim offers' to residents been explored?	<p><b>Compliance to date:</b></p> <ul style="list-style-type: none"> <li>The Council has dedicated officers working on the ground, who work with residents to understand their needs</li> </ul> <p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>HDV will seek to make immediate improvements in the existing estate through a meanwhile uses and programmes that will improve safety and community pride</li> <li>HDV will target single rehousing for all residents</li> <li>HDV will seek to acquire any private properties proposed for demolition early if owners wish to move</li> </ul>

### 1.13 A fair deal for tenants & leaseholders

14	Have social tenants been fully compensated for inconvenience and given high priority for rehousing?	<p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>Secure council tenants will be offered rehousing should their homes be proposed for demolition, and statutory Home Loss and Disturbance payments.</li> <li>A transparent allocation process for all rehousing will take account of needs and preferences.</li> <li>Affordable homes will be included in every phase of the development.</li> <li>Early phases will be designed to accommodate the needs of the existing council tenants and resident leaseholders rehomed from other parts of the estate, including any specific requirements relating to the size of homes or the specialist needs of the households.</li> </ul>
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15	Will social tenants be moved only once where possible and otherwise offered full rights to return to suitable homes at the same or similar rents?	<p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>It is the ambition of the HDV that in the long-term all secure tenants and resident leaseholders will be given the opportunity to be rehoused in the new homes provided by the regeneration</li> <li>A single move will be targeted for Council tenants; however, this may not always be possible</li> <li>In order to improve momentum, a number of households could initially be rehoused on other sites in close proximity of Northumberland Park, with the right to return once more homes have been completed.</li> </ul>
16	Have full market value and appropriate home-loss payments been offered to leaseholders?	<p><b>Future compliance:</b></p> <p>It is an ambition of the HDV that resident leaseholders will be offered a financial package that will comprise the market value for their homes, a Home Loss payment (10% of the value of their home), and a statutory disturbance payment.</p>
17	Have resident leaseholders been offered shared equity or shared ownership on the regenerated estate?	<p><b>Future compliance:</b></p> <p>This Business Plan includes an offer to Resident Leaseholders that will provide them with an opportunity to own an equity share in an Intermediate Affordable home within a Category 1 property that forms part of the HDV's target 40% Affordable Housing provision.</p> <p>The HDV will deliver in accordance with the Estate Renewal Rehousing and Payments policy to the extent that is defined in the Land Assembly Agreement.</p> <p>The following assumptions are included in the financial model, and will be tested in more detail during the 100-day launch phase:</p> <ul style="list-style-type: none"> <li>In lieu of any financial package Residential Leaseholders will be offered an equity share in one of the new Intermediate homes in a Category 1 Property, that form part of the overall Affordable Housing provision; and</li> <li>They will be given the option to downsize to release equity.</li> </ul>
18.	Have private tenants been made aware of their rights and options and signposted towards alternative housing options, with short-term tenants fully informed about regeneration plans?	<p><b>Future compliance:</b></p> <p>Private tenants will be contacted as part of the community engagement process. They will be offered:</p> <ul style="list-style-type: none"> <li>The option to buy a private home</li> <li>Information on how to register for an intermediate for sale home</li> <li>The opportunity to rent a PRS home</li> </ul>
19.	Has extra support and assistance been offered to vulnerable or protected groups?	<p><b>Future compliance:</b></p> <ul style="list-style-type: none"> <li>Existing residents are likely to feel vulnerable to the changes proposed by the regeneration, in particular where their home is proposed for acquisition. HDV will prioritise engagement with all residents, to understand their specific concerns at an early stage in the process, and to work towards innovative bespoke solutions to suit their individual needs.</li> <li>Extra assistance will be provided to the more specific needs of vulnerable groups</li> <li>For certain residents' home ownership, may not be the best offer. Those on low incomes or older persons with low</li> </ul>



		<p>equity may be better served by moving to social rent homes. Maximum asset/earnings tests will exist and, subject to these, there will be an opportunity to assist residents in locating a new home into other stock owned by the Authority of Registered Providers.</p>
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