

Memorandum of Understanding (MOU)

The Partners: London Borough of Haringey (“Council”) and The Selby Trust

The Project:

1. The Council and The Selby Trust are committed to the re-provision of community facilities on the Selby site as part of a housing led, mixed-use redevelopment proposal. A Visioning Workshop was held in November 2018. This workshop was externally facilitated and focused on developing a vision, agreeing principles for working together and exploring likely challenges. The agreements achieved at the workshop are reflected in the MOU and are attached to this document as Appendix 1.
2. Based on the vision agreed at the workshop it was agreed that LB Haringey and Selby Trust will work together in an open and transparent manner to develop proposals for the site. The vision that emerged from this workshop was:

“To create an integrated, inclusive, healthy, sustainable, diverse, connected urban village on the site”.
3. The Council owns the freehold of the land and is the planning authority. The Selby Trust has, over a 26-year period, built up its operations on the site and extensive user base of over 130 groups. It will therefore be important that both parties engage in regular dialogue to determine the comprehensive future requirement for community facilities on the site and create synergy with the housing and new community that will be part of the completed development as well as with other potential functions.
4. This MOU sets out the joint aspirations and agreed ways of working, , between the Partners to ensure a successful re-provision and redevelopment of the Selby site.

The Visioning Workshop Agreed that:

- 1) *“LB Haringey and Selby Trust would work together collaboratively, sharing information and ideas openly and transparently to create an effective partnership*
- 2) *Both parties would support each other to increase and make best use of the human and financial resources deployed on the project*
- 3) *GLA would be invited to be part of the process (and potentially a Bull Lane playing fields sports provider)*

- 4) *the local community and current occupiers would be comprehensively engaged, including via community organising, in the process*

- 5) *Selby would continue to occupy until their new premises were completed (which will require a phased approach to development, an onsite, single move decant strategy that maintains Selby's income and agreement of terms for a new long-term lease of the new premises)".*

To realise this vision and agreement made at the workshop:

5. The London Borough of Haringey will:

- Commit the staffing resources to lead and fully support the achievement of the project within the agreed target timescales.
- Commit to establishing a project governance structure with monthly Project Group and quarterly Steering Group meetings to monitor and share information on progress.
- Attend all project meetings as programmed and table papers and agenda items in advance. [reciprocal to below]
- Develop a partnership working arrangement with The Selby Trust to allow continual engagement with redevelopment plans for the Selby site. This would include:
 - Membership at Joint Project Group and Steering Group level
 - Sharing of briefs, design and architectural plans, throughout development stages with the opportunity to comment and shape proposals.
- Provide any available technical information, drawings surveys or relevant information currently held on the land at the Selby Centre
- Work with The Selby Trust to enable a sustainable business model into the future on the basis they are a future community occupier on the site including recognition of the importance of existing income streams and need to plan a sustainable decant programme for tenants.
 - .
 - Commit to and agree Heads of Terms for an agreement to lease new premises to The Selby Trust, as part of the redevelopment, based on the agreed footprint and requirements for community use on the site on terms to be agreed in the expectation that Selby will be granted a lease of at least 25 years.
 - Engage in regular dialogue to determine the future requirement for community facilities on the site and synergy with other proposed users.
 - Fund and allocate resources to undertake an assessment of the accommodation requirements for the re-provided community facilities.
 - Support The Selby Trust in relation with major funding applications in order to enable The Selby Trust's participation in the site development plan and process.

- Provide a site development timescale which will be regularly updated.
- Share with the Selby Trust draft and final bids relating to the redevelopment to funding bodies before submission.[reciprocal to below]
- Work together with The Selby Trust and other key stakeholders, such as the Greater London Authority (GLA) to secure the necessary resources to progress proposals in a transparent partnership approach for the site redevelopment.
- To make proposals for the procurement, contracting and statutory processes (including planning) that will be required to deliver development at the site as well as the budgeting, project management and risk controls appropriate for the development.

6. The Selby Trust will:

- Commit to working with LB Haringey to raise the resources to contribute the staffing resources to fully support the achievement of the project within the target timescale.
- Attend all project meetings as programmed and table papers and agenda items in advance.
- Develop a partnership working arrangement with LBH to allow continual engagement with redevelopment plans for the Selby site. This would include:
 - Sharing and co-commissioning of briefs, design and architectural plans, throughout development stages with the opportunity to comment and shape proposals [reciprocal to above]
 - Provide contractual, sub-lease and license documentation and any available technical information, drawings surveys or information currently held on the Selby Centre site and to notify the Council of any intended new contractual commitments which may have bearing on the intended development of the site.
 - Work with the Council to enable a sustainable business model into the future on the basis they are a future community occupier on the site, that enables the Selby Trust to retain existing multiple income streams and devise new ones.
 - Work with the Council to produce a mutually agreeable lease based on the agreed footprint, floorspace and the future operational model of the Trust in order to secure the long-term legacy and viability of the Trust.
 - Submit a proposal for a long term lease in line with Haringey Council's Community Asset Transfer policy (approved July 2017).
 - Commit to and agree Heads of Terms for an agreement of a lease for new premises as part of the redevelopment on terms to be agreed based upon the community model lease or other lease terms as may be agreed.
 - Share with the Council draft and final bids relating to the redevelopment to funding bodies before submission;
 - Work together with the Council and other key stakeholders, such as the GLA to secure the necessary resources to progress proposals in a transparent partnership approach for the site redevelopment.
 - Notify the Council of any proposed change to the legal status of the Selby Trust and changes to its governance and senior management.

- Work with the Council to ensure that a viable process is identified for the procurement, contracting and statutory processes (including planning) that will be required in order to deliver development at the site as well as the budgeting, project management and risk controls appropriate for the development.

7. Communications and PR

Having reached consensus on the content of communications, the Partners commit to share relevant information and to work together on relevant joint communications for the project throughout or in advance of the project, with dedicated resource. Arrangements for this will be captured in a Communications Plan which will be agreed by both parties.

The arrangements proposed in this Memorandum of Understanding are Subject to Contract, to the usual decision-making processes of the Council and Selby Trust and the Partners agree that this Memorandum of Understanding shall not be legally binding.

The Chair of The Selby Trust: Edward Ihejirika

Leader of the Council: Cllr Ejiofor

March 2019

Appendix 1

Selby and Bull Lane Future Vision

Record of the Selby Trust and Council Workshop held on the 22nd November 2018

Facilitator Introduction

These notes summarise **the meeting, on 22nd November 2018**, involving key stakeholders from LB Haringey (the landowner) and Selby Trust (the tenant and principal occupier), to establish the foundations for a vision for the place (the Selby Trust site in Haringey, the adjoining Bull Lane playing fields - in Enfield - and adjoining land) and a way of working towards delivering it.

It was clear from the introductory statements that both parties are committed to working together.

This appears to be an exemplar approach to this situation, engaging the skills and knowledge of key stakeholders to optimise outcomes for all. Inevitably there will be differences of view, as individual stakeholders represent different constituencies with different objectives, and this approach, with mutual respect, substantially aligned outcome objectives, and a balance of power, should achieve the optimum outcome.

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

– **Jane Jacobs, The Death and Life of Great American Cities**

The symbiotic relationship between the Council and the Trust, that led to Selby occupying the former school in 1992, and the efforts of the Trust, over nearly three decades, in maintaining the buildings and delivering exemplary social impact in the local community, are an inspiration for this next phase in the site’s history. An external participant in the meeting described Selby Trust as a ‘diamond in Tottenham’.

Another comment at the meeting suggested that this was “an opportunity to reset the approach to regeneration in Haringey”.

My thanks go to everyone who attended the meeting for their positive, respectful, collaborative, innovative and ultimately productive contributions to the meeting outcome. And particularly to each of the minute takers.

I have attempted to summarise the conclusions from these notes. Any errors are mine.

Facilitator Summary of meeting

Vision

The meeting reacted positively to this facilitator proposed vision:

To create an integrated, inclusive, healthy, sustainable, diverse, connected urban village on the site.

Ideally, this would have a mix of uses including housing, workspace, community space, sports leisure and green space. Social rented housing was a priority. Selby would be retained on site, with a long-

term leasehold interest, to preserve the embedded value of the community networks and ensure their financial viability to continue the delivery of local social impact.

The project would seek to optimise social, economic, environmental and financial value.

Challenges

The financial trade-off between providing affordable residential *and* affordable workspace *and* community and leisure uses was recognised and the need to maximise external grant funding agreed. There was a recognition that there will need to be a prioritisation of uses across the site.

It was agreed that investment in affordable workspace and community uses needs to deliver community benefit and that flexibility would be required from all participants to optimise outcomes.

The delivery route given the mix of uses on site will be a challenge. Disposal of the whole site to a third party was unlikely. It is also unlikely that the council's in-house new build housing team would build out the whole site given the range of mixes, which are likely to come forward on the site

The council's regulatory functions would be separate from the process.

Delivery

It was agreed that;

- 6) LB Haringey and Selby Trust would work together collaboratively, sharing information and ideas openly and transparently to create an effective partnership
- 7) Both parties would support each other to increase and make best use of the human and financial resources deployed on the project
- 8) GLA would be invited to be part of the process (and potentially a Bull Lane playing fields sports provider)
- 9) the local community and current occupiers would be comprehensively engaged, including via community organising, in the process
- 10) Selby would continue to occupy until their new premises were completed (which will require a phased approach to development, an onsite, single move decant strategy that maintains Selby's income and agreement of terms for a new long-term lease of the new premises).

Next Steps

- 1) To finalise and implement the Project Group and Steering Group arrangements including;
 - to set up an operational project board and a steering group, both with agreed terms of reference, including consensus decision making
 - these groups would meet regularly, with meeting dates diaried at least a year in advance, and clear minutes
 - the operational project board would agree an approach to procurement (test delivery models) and a programme for delivery
- 2) To inform the brief;
 - audit how the existing spaces are used
 - produce a plan for the social value to be delivered from the site
 - consider the spatial requirements of delivering that value
 - undertake local social infrastructure mapping (including sports)
 - jointly investigate precedent delivery models from elsewhere
 - test the brief for viability and feasibility

- 3) To decide on the appointment of an academic to track and evaluate the process
- 4) To review participation in the Future of London community led housing programme

Notes

The facilitator was Chris Brown of igloo Regeneration, acting pro bono.

Attendees were: Dean Hermitage - Head of Development Management, Charlotte Pomery - Assistant Director of Commissioning, Sarah Lovell - Head of Area Regeneration, Andrea Keeble - Head of Commissioning, Leisure Services; Judy Wills - Senior Programme SP Officer, Anwar Puneka - Regeneration Officer, Robbie McNaugher – Team Manager Haringey Planning, Helen McDonagh - Head of Socio-economic Regeneration, Steve Carr - Assistant Director, Economic Regeneration and Strategic Property, David Moynihan – Locality, Seema Chandwani – Project Manager, Moussa Amine Sylla – Community Organiser, Robert Danso – Company Secretary, Trustee & Licensee, Ahmed Mohamed – Centre Manager, Anne Stennett- Trustee, Seema Manchanda – Smart Urban Ltd, Edward Ihejirika – Chair of Trustees, Narendra Makanji – Trustee, Sona Mahtani – Chief Executive, Amit Desai – Trustee & Licensee, Paige Smith – Communications & Admin Support officer.

Several separate detailed meeting notes were also taken, have informed this summary, and are available.

A memorandum of understanding and terms of reference for the project board have also been drafted and are under discussion.