

Cabinet

22 October 2012

Lambeth Estate Regeneration Programme: Strategic Delivery Approach

All Wards

Cabinet Portfolio:

Cabinet Member for Regeneration and Strategic Housing: Councillor Lib Peck

Report authorised by:

Executive Director: Housing, Regeneration and Environment: Sue Foster

Executive summary

The purpose of this report is to set out the proposed strategic delivery approach to the Council's emerging Estate Regeneration Programme. Estate regeneration will target some of the borough's most challenging housing stock and where possible use Council owned assets to bring about positive transformational change which will benefit all residents.

Summary of financial implications

The programme management costs required to establish the Estate Regeneration Programme and initial design works on some of the priority projects will be met from existing budgets from within Housing, Regeneration and Environment.

As works and projects are identified; specific reports will be presented to the Housing Capital Working Group or SAMG as appropriate including funding arrangements and seeking addition to the Council's Capital Investment Programme. The programme is expected to be self funding.

Recommendations

- (1) To note that Lambeth has committed £450m to invest in its housing stock over the next 5 years – the biggest ever investment in Lambeth homes to bring them up to the Lambeth Housing Standard which was co-produced by Lambeth residents and formally adopted by Cabinet in 2012;
- (2) To note that despite this level of investment it is still insufficient to address all of the issues on all of the borough's estates;
- (3) To note the commitment to an estate regeneration programme which will have honest conversations with residents about the stock condition issues not likely to be resolved by one off investments;

- (4) To note the commitment to work with the residents in an open and transparent way and to reflect the values of the cooperative Council.
- (5) To note the methodology used to select estates which will be considered as part of the Estate Regeneration Programme.
- (6) To approve the development of a Lambeth Estate Regeneration Programme.

Name of consultee	Department or Organisation	Date sent	Date response received	Comments appear in report para:
Internal				
Sue Foster	Executive Director of Housing Regeneration and Environment	02.12.12	05.10.12	Throughout the report
Alison Young	Director of PRE	30.07.12	01.08.12	Throughout the report
Rachel Sharpe	Director of Housing	20.07.12	24.07.12	Throughout the report
Paul Cooper	Assistant Director Strategy and Regeneration	20.07.12	14.09.12	
Greg Carson	Governance and Democracy	24.07.12	27.09.12	Section 4
Hamant Bharadia	HRE Finance	30.08.12	14.09.12	Section 3
Frank Higgins	Corporate Finance	21.09.12	27.09.12	
Cllr Lib Peck	Cabinet Member for Regeneration and Strategic Housing	21.09.12	11.10.12	Throughout the report
Cllr Pete Robbins	Cabinet Member for Neighbourhood Services	04.10.12	04.10.12	Throughout the report

Report history

Decision type: Non-key decision		Key decision: EITHER a) expenditure or savings of £500,000 or more <input type="checkbox"/> OR/AND: b) proposal affects significantly two or more wards <input type="checkbox"/>	
Authorised by Cabinet member:	Date report drafted:	Date report sent:	Report deadline
11.10.12	17.08.12	12.10.12	30.09.12
Report no.:	Report author and contact for queries:		
132/12-13	Neil Vokes, Regeneration Project Manager (Housing) 020 7926 3068, nvokes@lambeth.gov.uk		

Background documents

The Co-operative Council: The Future of Council Housing July 2011

Appendices

Draft Resident Commitments

Lambeth Estate Regeneration Programme: Strategic Delivery Approach

1. Context

- 1.1 The London Borough of Lambeth is faced with significant challenges with regard to its council housing. Poor quality housing, a legacy of underinvestment and variable housing management has led to a situation where much of the housing stock does not meet the expected standards of residents, Members or council officers. The Council, in partnership with its residents and ALMOs, has taken significant steps to address these challenges and this report sets out a further tool – estate regeneration - by which homes and neighbourhoods across the borough can be improved. The Estate Regeneration Programme will be run in parallel with the Lambeth Housing Standard programme, improving the standard of housing for our residents.
- 1.2 In December 2010, in acknowledgement of the challenges facing housing in Lambeth, Cabinet agreed to establish a Housing Commission. The Commission looked at the key housing issues in the borough and resulted in the production of 'The Co-operative Council: The Future of Council Housing'. The report set out 31 recommendations to improve housing in the borough and these were presented to Cabinet in July 2011.
- 1.3 As a direct result of the Housing Commission report, Cabinet approved in March 2012 the coproduced Lambeth Housing Standard. The Standard requires an estimated £499m worth of investment over the five years 2012/13 to 2016/17. Whilst this is unprecedented investment in the borough's housing stock the March 2012 Cabinet report identified a £56m funding shortfall in delivering the Standard and the Council is aware that in some instances, the implementation of the Lambeth Housing Standard alone may not resolve all of the issues faced by our residents.
- 1.4 An Estate Regeneration Programme would primarily focus on improving the quality of housing on some of our most challenging estates. Where possible this would allow us to reinvest in the local area. The Programme would aim to improve the quality of housing, the quality of the local environment and the quality of life for Lambeth residents. In tandem with the Lambeth Housing Standard this would see significant improvements delivered across the borough. Non Council owned assets would also be considered where a partnership arrangement with the landowner could deliver regeneration benefits.
- 1.5 The Council has therefore undertaken preparatory work on developing an Estate Regeneration Programme. The Estate Regeneration Programme will focus on those estates where the costs of delivering the Lambeth Housing Standard are either high or where it is felt that the Lambeth Housing Standard works in themselves will neither address the fundamental condition of the properties nor address many of the wider social and economic issues experienced by residents.
- 1.6 Estate regeneration has the potential to provide residents with safe, new, modern homes which meet their housing needs in cohesive and healthy neighbourhoods. Residents in overcrowded conditions can be rehoused in larger accommodation, vulnerable tenants can be given additional support and residents can play an

active role in how their new neighbourhoods are designed and managed; ensuring that mistakes of the past are not repeated.

- 1.7 Estate regeneration provides opportunities to put in place the social infrastructure required to make successful and sustainable communities. Providing new community facilities, new parks and open spaces, new business and employment opportunities as well as additional school places.
- 1.8 Estate regeneration may also be the only way to resolve the serious problems that arise from poor building layout, such as dead-ends, areas which are not overlooked and are unsafe, poor access to and from the homes and isolation from the surrounding neighbourhood.
- 1.9 The programme will focus on those estates where the benefits arising from that regeneration would justify the intervention. This could include estates where, through regeneration, there is opportunity to increase the number of affordable homes in a particular area which would help meet the significant demand for housing in the borough.
- 1.10 Combined, the Lambeth Housing Standard and the Estate Regeneration Programme will see neighbourhoods across the borough transformed; not purely in terms of the condition of the housing but in terms of the quality of the places; promoting vibrant and sustainable communities where people are proud to live and work. It will enable the Council to make sensible investment decisions and get best value
- 1.11 The Estate Regeneration Programme will support the cooperative values of the Council; contributing towards the priorities contained within the emerging Housing Strategy 2012-16 as well those identified through the coproduction of the Lambeth Housing Standard. The programme will also contribute to meeting housing needs within the borough as well as meeting regional and national targets such those set out in the London Plan 2011. The Council will work with residents to ensure they have the necessary information and support to develop and appraise the various regeneration proposals.
- 1.12 The Council will proactively engage with potential development partners; raising awareness of the opportunities within Lambeth. The intention being to ensure any procurement process is as competitive as possible and maximise the benefits for residents.

2. Proposals and reasons

- 2.1 The Estate Regeneration Programme shows a clear commitment to delivering high quality homes across the borough. The six programme priorities are:
 - A programme which is based on joint working with residents to develop proposals which they can support;
 - To increase the supply and quality of homes, maximising the delivery of new affordable homes and meeting local needs, including housing for families;

- To improve access to and the quality of the local environment with outstanding public spaces and housing that promotes low energy consumption and environmental sustainability;
- To promote mixed and sustainable communities which provide a high quality of life for people of all ages and backgrounds, in safe, cohesive and healthy neighbourhoods, supported by high quality housing and excellent community buildings;
- To enable local people to take advantage of economic opportunity in Lambeth with support for training, employment and enterprise
- To support the cultural heritage of the borough and to build on the distinct sense of place;

Eligibility for Estates to be included in the Estate Regeneration Programme

2.2 As discussed in paragraphs 1.4 and 1.8 there are three overarching principles behind the Estate Regeneration Programme; these are:

- to focus on those housing estates where the costs of delivering the Lambeth Housing Standard are prohibitive and / or;
- where residents and the Council have identified that the Lambeth Housing Standard works in themselves will neither address the fundamental condition of the properties nor address many of the wider social and economic issues experienced by residents and / or;
- to focus on those estates where the wider benefits arising from regeneration justify the intervention.

2.3 An initial assessment of the borough's estates has been carried out by officers to help understand which estates meet the principles above. The study focused on 75 estates, across the borough, and assessed each estate against a number of different criteria. These criteria included the estimated 5 year and 20 year maintenance costs, the planning opportunities available, whether there are any underlying design or structural issues and socio-economic conditions (using the Indices of Multiple Deprivation (IMD)). An outcome of the study is that the Council can identify those estates which have the greatest investment needs.

2.4 The approach used by the officers provides the Council with a clear quantitative methodology as to how estates have been and can be identified.

2.5 The result of this work has been the identification of a number of estates across the borough which meet one or more of the overarching principles mentioned in paragraph 2.2. The Council is now engaging those estates via their Tenants and Resident Associations to firstly explain why the estate has been identified as a priority and to secondly agree how best to work together in looking at options for the estate. The intention is that once a preferred way forward has been agreed, a detailed report setting out the delivery strategy and the commitments to the residents will be brought back to Cabinet for approval.

- 2.6 For each regeneration estate the residents will be fully engaged and provided with opportunities to discuss the issues that they face and to agree whether a suitable way forward would be to coproduce regeneration and renewal solutions for the area. Any proposal would need to come back to Cabinet for approval. In every case, the views of the residents and their level of support for any particular option will be recorded and form part of any decision made by Cabinet.
- 2.7 A key part of the programme will be to support the borough's growth agenda. There will be further work to identify estates in the vicinity of the boroughs opportunity areas, such as Waterloo and Vauxhall Nine Elms and Battersea, where the benefits of those growth areas can be captured for our residents and neighbourhoods.
- 2.8 Cressingham Gardens provides a practical example of this programme in action. This estate in Tulse Hill falls under the first two eligibility criteria in 2.2 of this report. The Council is talking to residents about the future of Cressingham Gardens estate because of the poor condition of the properties. Many of the homes do not meet the expected standards of residents, local ward Councillors and Lambeth Cabinet Members. The properties are expensive to maintain and suffer from a number of structural issues, some of which may not be solved by simply carrying out more repairs. At the moment the annual repair and maintenance costs for the estate are very high but due to the long standing structural problems there is little visible improvement resulting from these ongoing works. This is frustrating for many residents. Together difficult decisions need to be made as to whether to continue investing in properties which have these problems and which may continue to cause problems well into the future or whether to look at alternative options. The Council is now exploring these options with the residents and following a 6 month period of coproducing options; a preferred solution will be presented to Cabinet.

Coproducing the Estate Regeneration Programme

- 2.9 It is imperative that the Council develops this programme with the residents and that they own the objectives of the programme. Therefore, once an estate has been identified as having need for regeneration the next step will be to engage the residents of that estate and then key local stakeholders. The way in which these discussions on regeneration are taken forward will be designed, developed and implemented in partnership with the residents. The intention is to have residents at the heart of any regeneration and renewal project. Residents will be given the necessary support so they can develop the skills to work effectively with consultants in producing regeneration proposals for their neighbourhoods. This could include proposals over the long term management of the new developments; whether that is management proposals for the residential properties, the community and commercial buildings and / or the parks and open spaces.
- 2.10 The Council will provide support, advice and guidance as well as resources to properly investigate all of the regeneration and renewal options. This will most likely include urban design work to look at various design solutions and also viability work to financially appraise each option. The Council would also consider coproducing formal guidance where significant estate renewal schemes are proposed. This is to ensure a high level of local involvement in the change

planned for the area, to provide certainty and ensure excellent design quality. The Council will also support the residents in engaging with key local stakeholders and residents in the wider area.

2.11 As mentioned in paragraph 2.5, whilst the initial work by the Council has identified a number of estates, the option for more estates and Council owned sites to be added to the programme remains.

2.12 Whilst the process for each regeneration estate will be tailor made to the particular requirements of each estate; the basic framework for enabling residents to take on this important role will be as follows:

Stage 1: A meeting between the Council, the local Ward Councillors and key members of the community / resident association to discuss the case for regeneration and to agree whether the Council should allocate resources to exploring options with the residents.

Month 1

Stage 2: Wider communications strategy to inform residents and local stakeholders of the decision to explore options.

Months 1 - 2

Stage 3: Jointly commission an urban design practice to work with the residents in producing a number of design options for the estate; these could range from minimal intervention to comprehensive redevelopment. LBL will provide development appraisals for each option so residents can see the financial viability of each option.

Months 3 - 4

Stage 4: A series of workshops, inviting all residents to guide and inform the design process.

Months 4 - 6

Stage 5: A series of workshops to coproduce the 'resident offer' where commitments could be sought over rent levels, space standards, rehousing policy etc.

Months 4 - 6

Stage 6: Public Exhibition – Exhibition of all the various options available for residents to come and view and comment on.

Month 7

Stage 7: Report to Cabinet with recommendation on preferred option.

Months 8 - 12

- 2.13 The process above will be resource intensive and therefore the number of estates to be progressed at any one time will need to be limited to ensure that the Council has the capacity to adequately take forward each one. This means that those estates facing the most significant and pressing issues using the criteria noted in 2.2 above will be prioritised.
- 2.14 As part of the options appraisal process the Council considered the Do Nothing option. Under the Do Nothing option the Council would not pursue the development and delivery of an Estate Regeneration Programme. The reasons for discounting this option are as follows:
- There are estates within the borough where the costs of delivering the Lambeth Housing Standard are either high or it is felt that the Lambeth Housing Standard works in themselves will neither address the fundamental condition of the properties nor address many of the wider social and economic issues experienced by residents. The Do Nothing option would not see these issues addressed.
 - There are estates where regeneration and renewal could secure significant additional benefits not only to the people living on those estates but in the wider area. The Do Nothing option would not see these additional benefits secured.
 - The Lambeth Housing Standard report to Cabinet in March 2012 identified a shortfall in the budget which indicates that the Council does not have sufficient resources to deliver the Standard to every property in the borough. The Do Nothing option would see some difficult investment decisions needed to allocate limited resources.

Commitments to the Residents

- 2.15 As highlighted earlier in this report, the intention is to have residents at the heart of any regeneration and renewal proposal and for each project a structure will be agreed with the residents as to how information is shared and how decisions are made.
- 2.16 The Council is aware that whilst regeneration and renewal can secure significant benefits for residents, the process can be worrying for residents and therefore certain commitments will need to be made early on in each project's life cycle to address these concerns. These will need to be worked up with the residents throughout the process to produce estate specific commitments. However, it is possible to highlight now the potential areas that may be included in a 'Resident Offer' for each estate that considers regeneration; these are set out in Appendix 1.
- 2.17 Each of the commitments contained in Appendix 1 may have financial, design, rehousing or other impacts on the project and therefore residents will need to understand what these impacts will be before seeking a commitment from the Council on them.
- 2.18 As the driver for any regeneration project will be to ensure that our residents have decent homes, the first commitment from the Council is that where regeneration does take place, all secure tenants will be offered a new home on

the same estate. The Council will resist any schemes which do not enable all the existing secure tenants to be re-housed in new homes.

- 2.19 The Council will also protect rents and any secure tenant will have their rent levels maintained at Social Rent.
- 2.20 Part of the support package from the Council will be capacity building for the residents to fully understand how regeneration projects are delivered and this will involve visits to regeneration estates elsewhere in the borough and in London, as well as training and other opportunities to enable them to play a full role in the process.

Wider Estate Regeneration Benefits

- 2.21 The Estate Regeneration Programme will take a holistic approach to improving the neighbourhoods within which these estates sit. It provides an opportunity to resolve many of the issues facing residents by providing new and appropriate social infrastructure. Where there is an increase in housing then the impact of that additional housing on local services will be identified and addressed; in particular in relation to school places and health facilities.
- 2.22 A full neighbourhood assessment will be carried out in partnership with the local community to identify what is lacking or required in the area, this will ensure the maximum social and economic benefit is sought and secured for its residents and the surrounding area.
- 2.23 Links will be made between the Estate Regeneration Programme and other Council strategies such as the Older People strategy and where possible developments will facilitate the provision of sheltered and extra care housing.
- 2.24 For each project the Council would look to secure apprenticeships as well as local employment and training opportunities for Lambeth residents; maximising the economic benefits for local people.
- 2.25 Alongside housing development there will be options for enabling development whereby any additional capital receipt, in addition to s106 contributions and Community Infrastructure Levy, could be used to improve existing stock, to provide better services and facilities and to make improvements to the public realm.
- 2.26 To rebalance communities by providing an appropriate mix of tenures whilst ensuring there is no net loss of affordable housing; this would offer greater choice, flexibility and affordability to the residents.
- 2.27 Where there is potential to increase the amount of housing then this will be explored as a way of contributing to the delivery of new housing within the borough which will help the increasing demand on new homes.

Strategic Delivery of the Programme

- 2.28 It is the Council's intention to put in place a specific resource to deliver the Estate Regeneration Programme. The resource will lead on the implementation of the Programme working in partnership with key directorates within the Council. To

progress the Programme this report seeks authority to recruit a Head of Estate Regeneration. The post will be responsible for the development, implementation and management of the Estate Regeneration Programme as well as supervision of the Estate Regeneration Team.

- 2.29 The Estate Regeneration Team will look to deliver two functions; enabling development and leading on development.
- 2.30 The enabling role is the role which the Council is more familiar with. Once an estate has been identified and the residents engaged, the Estate Regeneration Team will carry out due diligence on the sites, de-risking the developments and preparing them for the market. The enabling role would see the Council partner up with a development partner to progress the development. This could be a developer, a housing association or both. The main benefits of this approach are that the development risk is transferred onto the development partner and that the expertise and market knowledge is provided by the development partner.
- 2.31 The development role is one which local authorities across the capital and the country are less familiar with; however, it will be explored for each development as part of the options appraisal process. The recent reforms to the HRA enable Council's to take a more leading role on housing developments. The potential benefits of this approach are that the Council and the local community has more control over any proposed development and developer profit is retained by the Council for reinvestment elsewhere.

3. Finance Comments

- 3.1 A detailed budget for the programme will be agreed once the scope of the programme is more fully understood following the engagement of the residents.
- 3.2 The initial costs for the programme will be funded through existing HRE revenue budgets. This will cover the cost of the Head of Estate Regeneration post, the urban design costs and the costs of completing development viability assessments, undertaking due diligence etc. These are all upfront costs which are at risk should the regeneration not proceed.
- 3.3 As works and projects are identified; specific reports will be presented to the Housing Capital Working Group or SAMG as appropriate including funding arrangements and seeking addition to the Council's Capital Investment Programme. The programme is expected to be self funding.

4. Comments from Director of Governance and Democracy

- 4.1 Section 105 of the 1985 Housing Act requires the Council to maintain such arrangements as it considers appropriate to enable those of its secure tenants who are likely to be substantially affected by a matter of housing management, including a new programme of maintenance, improvement or demolition —
- (a) to be informed of the authority's proposals in respect of the matter, and
 - (b) to make their views known to the authority within a specified period;

The Council is required, before making any decision on the matter, to consider any representations made to it in accordance with those arrangements.

4.2 In seeking possession of premises the Council will need to rely on either Ground 10 or 10A of schedule 2 the Housing Act 1985

4.3 In order to obtain possession under Ground 10, the Council would need to demonstrate to the Court its intention that within a reasonable time of obtaining possession of the dwelling-house it intends —

- (a) to demolish or reconstruct the building or part of the building comprising the dwelling-house, or
- (b) to carry out work on that building or on land let together with, and thus treated as part of, the dwelling-house,

and cannot reasonably do so without obtaining possession of the dwelling-house and that suitable alternative accommodation is available.

4.4 To rely on Ground 10A, the redevelopment ground, the Council would need to prove to the Court that a dwelling-house is in an area which is the subject of a redevelopment scheme approved by the Secretary of State or the in accordance with Part V of Schedule 2 of the Act. the Council intends within a reasonable time of obtaining possession to dispose of the dwelling-house in accordance with the scheme.

4.5 Where a landlord proposes to apply to the Secretary of State for the approval of a scheme or variation it is required to serve a notice in writing on any secure tenant of a dwelling-house affected by the proposal stating—

- (a) the main features of the proposed scheme or, as the case may be, the scheme as proposed to be varied,
- (b) that the landlord proposes to apply to the Secretary of State for approval of the scheme or variation, and
- (c) the effect of such approval, by virtue in relation to proceedings for possession of the dwelling-house,

and informing the tenant that they may, within such period as the landlord may allow (which shall be at least 28 days from service of the notice), make representations to the landlord about the proposal. A landlord can not apply to the Secretary of State until it has considered any representations made to it within that period.

4.6 In respect of recovering service charges from leaseholders, Section 20 of the Landlord and Tenant Act 1985 requires landlords to comply with the consultation requirements set out in the Service Charges (Consultation Requirements) (England) Regulations 2003 in relation to any qualifying works or long term agreements, unless dispensed with, if the landlord wishes to recover relevant costs for the works or the services over and above the

appropriate amount, which is set by regulations as £250 p.a. for works and £100 p.a. for long term agreements.

- 4.7 Section 17 of the Crime and Disorder Act 1998 requires imposes on a Council a duty to have due regard to the likely effect of the exercise of any of its decisions or functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area, including anti-social and other behaviour adversely affecting the local environment.
- 4.8 The Council would need to ensure that it complies with any legal requirements. In the context of the options being suggested to the Council, it will be necessary for the Council to consider the application of public procurement legislation. The Council would be obliged to conduct a procurement process in accordance with the Public Contracts Regulations 2006 and its own constitution if it were to appoint a contractor to carry out works.
- 4.9 The Council may have to acquire leasehold or freehold interests to carry out the development. It has the power under Section 17 of the Housing Act 1985 to acquire land, houses or other properties for the purpose of providing housing accommodation, roads and open spaces. It also has the power, with the consent of the Secretary of State to acquire land compulsorily, providing the acquisition ensures the achievement of a qualitative or quantitative housing gain.
- 4.10 The Council also has the power under section 226(1)(a) of the Town and Country Planning Act 1990 to compulsorily acquire properties to facilitate the carrying out of development/re-development. However the authority can not exercise this power unless they are satisfied the development or improvement is likely to contribute to the promotion or improvement of the economic, social or environmental well-being of their area. It is not necessary for the Council to carry out the activity them selves.
- 4.11 Under section 29 of the Land Compensation Act 1973, certain persons displaced from residential accommodation are entitled to a Home Loss Payment. The Home Loss (Prescribed Amounts)(England) Regulations 2008 fixes these amounts at a minimum of £4,700 to a maximum of £47,000 (for leaseholders and freeholders).
- 4.12 Section 149 of the Equality Act 2010 sets out the new public sector equality duty replacing the previous duties in relation to race, sex and disability and extending the duty to all the protected characteristics i.e. race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment. The public sector equality duty requires public authorities to have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation
 - Advance equality of opportunity and
 - Foster good relations between those who share a protected characteristic and those who do not

- 4.13 The Equality Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken – that is, in the development of policy options, and in making a final decision. A public body cannot satisfy the Equality Duty by justifying a decision after it has been taken.
- 4.14 Under Article 8 of the Human Rights Act 1998, everyone has the right to respect for his private and family life, his home and his correspondence. The Council is not permitted to interfere with the exercise of this right except such as is in accordance with the law and is necessary in a democratic society in the interests of national security, public safety or the economic well-being of the country, for the prevention of disorder or crime, for the protection of health or morals, or for the protection of the rights and freedoms of others.
- 4.15 Article 1 of the First Protocol of the Human Rights Act 1998, everyone is entitled to the peaceful enjoyment of their possessions. The Council cannot deprive some one of their possessions except in the public interest and subject to the conditions provided for by law and by the general principles of international law. These provisions do not, however, impair the right of a State to enforce such laws as it deems necessary to control the use of property in accordance with the general interest or to secure the payment of taxes or other contributions or penalties.

5. Results of consultation

- 5.1 Consultation has begun on a number of estates and this has involved close liaison with the Lead Member for Regeneration and Strategic Services, the Lead Member for Neighbourhood Services and the relevant Local Ward Councillors.
- 5.2 Estate Regeneration was also referenced in the coproduced Housing Strategy.
- 5.3 The main engagement programme with residents is to happen as per the coproduction section of this report 2.10.

6. Organisational implications

6.1 Risk management:

6.1.1 A programme board is in place which meets on a monthly basis. A highlight report is presented at each programme board and this contains a risk register of both programme and individual project risks.

6.1.2 The main risks identified are as follows:

KEY PROGRAMME RISKS	
Risk	Current Risk Score
Financial resources – Appropriate budget needs to be agreed to enable programme to be delivered.	Low
Governance arrangements – Clear governance arrangements with clarity over roles and responsibilities.	Low
Resident engagement – Programme or projects not supported by residents; potentially local sensitivities around particular estates.	Medium
Localism / Coproduction – Neighbourhood Plans may present a different vision to the Council's.	Medium
Communications – Programme will require clear and accurate communications	Low
Macro economic – Housing market conditions changes affecting scheme viability	Medium

6.2 Equalities impact assessment:

6.2.1 An Equality Impact Assessments will be prepared for the programme.

6.3 Community safety implications:

6.3.1 Interventions will adhere to the Designing Out Crime principles.

6.4 Environmental implications:

6.4.1 Environmental sustainability will be a key criteria for any proposed interventions and the Council will seek the highest possible standards with the resources available.

6.5 Staffing and accommodation implications:

6.5.1 The Council is to appoint a Head of Estate Regeneration to take forward the Estate Regeneration Programme.

7. Timetable for implementation

7.1 Indicative Timetable

Milestone	Target Date
Cabinet approve the development of aEstate Regeneration Programme	Oct 2012
Initial Resident Engagement	Jul – Oct 2012

Coproduction of Development Options	Nov to Jan 2013
Head of Estate Regeneration in post	Jan 2013
Report to Cabinet on Priority Projects – Agree procurement and development strategy for each estate	June 2013

7.2 List of measurable aims and outcomes with the date by which they should be achieved.

Milestone	Target Date
Strategic delivery report to Cabinet	Oct 2012
Project Teams established	Aug 2012
Programme Board established	Sept 2012
Communications plan agreed	Oct 2012
Staff structure and resources agreed	Oct 2012
Pro-active pre-Cabinet press release	Sept 2012
Developer Day	Nov 2012
Develop timetable for co-production with residents	Sept 2012
Procure urban design practice(s)	Oct 2012
Explore potential for developer framework	Oct 2012
Due diligence for each estate	Nov 2012
Design workshops	Dec 2012
Designs to Major Apps	Jan 2013
Public exhibition	Jan 2013
Cabinet report on design, procurement and delivery strategies	Apr 2013
OJEU notice published	Jun 2013
Development partner procured	Mar 2014

Appendix 1 Draft Resident Commitments

1. Residents would be at the heart of any regeneration proposals;
 2. Commitments could be made over rent levels;
 3. Commitments could be made over the levels of affordable housing – the intention is that across the programme there will be no net loss in affordable housing;
 4. The Council would demonstrate how energy costs would be reduced;
 5. Secure Tenants would be re-housed according to their housing need so families in overcrowded conditions would be re-housed in larger accommodation;
 6. Residents would be involved in the design of their new homes and be given, where possible, choices over the internal fit out;
 7. Secure Tenants would be given a range of re-housing options including remaining in one of the new affordable properties or using Choice Based Lettings to move elsewhere;
 8. Residents would be financially compensated where appropriate - receiving both Homeloss and Disturbance payments;
 9. New homes would meet the London Housing Design Guide standards (or latest adopted Standards) – in particular in reference to space and storage standards;
-