

Appendix C – Consideration of draft Good Practice Guide

Good Practice Guide to Estate Regeneration

At the time the drafting of this report to Cabinet was being finalised, the Mayor of London released a consultation document entitled Homes for Londoners – Draft Good Practice Guide to Estate Regeneration. The consultation will run for 13 weeks from 13 December 2016 to 14 March 2017. A formal response will be submitted on behalf of the Council in due course, but the purpose of this note is to bring the draft guide to the attention of the Cabinet because of its relevance to the improvements to the Key Guarantees that under consideration.

Background

The draft guide identifies three broad aims of estate regeneration: maintaining good quality homes; supporting the supply of new housing; and improving the social, economic and physical environment in which those homes are located. It recognises that there is a range of ways in which the aims and objectives of estate regeneration could be communicated and suggests setting these out in a single place in the way that the Key Guarantees do. The draft guide also notes that the fundamental approach should always be to engage early and meaningfully with existing residents. The Key Guarantees have themselves emerged from the early stage engagement with residents that preceded the formation of the estate regeneration programme. The council's schemes are all in the early stages of preparation and delivery and the timing of the Mayor's guide is most welcome.

The Draft Guide

The guide is arranged in 3 chapters:

- Aims and objectives of estate regeneration;
- Consultation and engagement with residents;
- A fair deal for tenants and leaseholders.

Each chapter concludes with a series of good practice actions. There will be detailed consideration of the good practice in preparing a formal response to the consultation. The table below sets out the good practice points and initial comments as to how the Council's Key Guarantees will seek to deal with them.

Good practice in the aims and objectives of estate regeneration:	
Set out the aims and objectives of the estate regeneration project transparently and clearly;	Through the feasibility stages of estate regeneration projects, residents have been involved in the development of Resident Design Briefs. Cabinet Decisions on the future of estates have included clear objectives for redevelopment.
Ensure residents and other stakeholders have meaningful and early opportunities to shape proposals;	Schemes initiated to date have involved residents in the feasibility stage and residents have been consulted on the Key Guarantees. To-date, focus has been primarily on estate residents; but this will be

	widened to other stakeholders as projects progress towards planning applications.
Consider the most appropriate combination of physical interventions to achieve the agreed aims of regeneration, including repair and refurbishment, investment in public realm, infill and intensification, demolition and rebuild;	A range of physical interventions have been considered during feasibility stages. Decisions made to date include full redevelopment and part redevelopment.
Where demolition and rebuilding is chosen as part of an estate regeneration, this should only happen where it does not result in a loss of social housing, or where all other options have been exhausted;	All schemes agreed to date that involve redevelopment will result in an increase on housing overall and in all cases an increase in social housing.
Look to improve the appearance of estates and their relationship with the surrounding area;	New housing will be developed with high standards of design quality, to visually improve the estates. It is the express objective of each regeneration project to improve the local neighbourhood.
Proactively monitor the impacts and outcomes of regeneration, seeking to involve residents where possible.	Resident involvement and support for residents to stay engaged throughout the life of the scheme is part of the Key Guarantees. More formal mechanisms to ensure the proactive monitoring of impacts and outcomes needs to be developed as part of the scheme delivery arrangements.
Good practice in consultation and engagement with residents:	
Ensure that consultation is transparent, extensive, responsive and meaningful;	Extensive consultation exercises have been carried out for all schemes; the intention is that they are transparent, responsive and meaningful and continue to meet these aims throughout. Feedback will be sought from residents to review their views on the quality of the consultation. Resident Engagement Panels have been established and Independent Advisers retained for all estates undergoing regeneration.
Set out every viable option, with landlords sharing supporting information or data as early as possible;	For schemes agreed to date, the feasibility stage has included a range of available options. It is acknowledged that there is a fine balance between assessing which options are viable and sharing information early.
Consider the costs and benefits, both in financial and social terms, of all viable	In considering the future of each estate, the council has considered all options and in

options against 'doing nothing';	particular whether there are means to fund these options.
Consult primarily with social tenants and resident leaseholders, and consider relevant views from other affected parties including private tenants, non-resident leaseholders, and business or community tenants;	Consultation thus far has focussed heavily on residents and other users including businesses within the estates. Whilst the resident focus will be maintained throughout, the consultation exercises will need to extend to involve other stakeholders, particular as projects are taken through the planning process.
Use a range of methods of engagement, including surveys, open days, small-scale meetings, and written communication, with estate-based regeneration teams where possible;	<p>A range of engagement and communication methods have been used to date; it is intended that this should continue with the process being tailored in response resident feedback to reviews of effectiveness.</p> <p>For each estate regeneration project, the council has engaged a specialist community engagement consultant to ensure that community consultation remains a priority within development management teams.</p>
Enable meaningful participation by residents through investing in their capacity to engage with estate regeneration projects;	It is proposed under the Key Guarantees that the provision of Independent Advisors for residents will be maintained throughout the schemes. As projects are progressed, the council will consider further how to provide capacity building for residents.
Explore 'interim offers' to residents during the process.	The Key Guarantees allow residents directly affected by regeneration to move away from their estate as soon as the decision has been taken to proceed with redevelopment of an estate.
Good practice in a fair deal for tenants and leaseholders:	
Social tenants fully compensated for their inconvenience, and given high priority for rehousing;	<p>The Key Guarantees offer full compensation for residents who will be moving home. Tenants are given Band A priority for re-housing, should they wish to move away from an estate and to avoid the disruption of construction work.</p> <p>Existing tenants are guaranteed a home on the redeveloped estate.</p>
Social tenants only to move once where possible, and otherwise offered full rights to return to suitable homes with same or similar rents;	It is the council's experience in engaging with residents that there are mixed views on the 'only to move once' objective, where some residents consider that minimising the

	<p>length of the construction programme to be more important. The council is therefore proposing to commit to working with residents to minimise disruption, rather than a blanket commitment to everyone only moving once.</p> <p>Where possible, however, the council will seek to ensure that phasing is such that residents only need to move once.</p>
Market value plus appropriate home-loss payments offered to leaseholders, with resident leaseholders offered shared equity or shared ownership on the regenerated estate;	The Key Guarantees for homeowners provide for acquisition by the council at market value with home loss payments and access to shared ownership in the new scheme.
Private tenants made aware of their options and rights, including signposting towards alternative housing options, and short-term tenants fully informed about the regeneration plans;	Whilst the council is taking no specific responsibility for private tenants as part of the scheme delivery, advice and signposting will be offered. Consultation exercises include all residents of the estate including temporary residents.
Extra support and assistance offered to vulnerable or protected groups.	Extra support and assistance will be offered to vulnerable residents and protected groups; detailed arrangements are being established on a case by case basis. Full equality impact assessments have been undertaken and will be updated to ensure assistance for protected groups.

Conclusion

In considering the suite of good practice actions within the draft Good Practice Guide, Lambeth is either already delivering estate regeneration projects according to the Guide or intends to do so at the appropriate time in the delivery of individual estate regeneration projects. The Key Guarantees represent a major element of the council's commitments to ensuring that these good practice actions are followed.