

Cabinet: 23th March 2017

Report title Investing in better neighbourhoods and building the homes we need to house the people of Lambeth – Central Hill

Wards: Gipsy Hill

Portfolio: Councillor Matthew Bennett, Cabinet Member for Housing

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Report summary

Lambeth's ambition is to ensure that every resident in the borough has the opportunity to live in a good-quality home that is affordable and suitable for their needs. Many families on the Central Hill estate are living in very poor quality homes, many facing problems with damp, mould, cold bridging and noise transference, while the design of the overall estate creates serious accessibility problems for older and mobility-disabled residents. Across Lambeth the council is investing half a billion pounds in improving council homes through the Lambeth Housing Standard programme to address issues just like these. When the LHS programme was launched in 2012 there was an estimated £56m shortfall in the budget, which had grown to £85m when the HRA budget was presented to cabinet in 2016. The council has to consider how best to use a constrained budget for refurbishment across all council homes in Lambeth. The costs of refurbishing Central Hill would be substantially more than the average cost of other estates across the borough and the cost considered would not address the fundamental design issues of the estate. The estimated cost for refurbishment for the estate at 2015 prices was £18.5 million, or £44,000 per council unit, almost three times the average for the rest of the borough.

While the money available for refurbishment remains limited, and the borrowing capacity of the council's Housing Revenue Account (HRA) is being further constrained by a government-imposed rent reduction and from Welfare Reform and Housing and Planning legislation, our promise to provide residents with a high-quality home remains a firm commitment.

Since December 2014 the council has been working with residents on the Central Hill estate to look at options to build new homes for the residents on the estate which meets their needs, provides better housing for them and their families and addresses the fundamental problems with the existing design of the estate. Last Autumn, residents were consulted on the proposal to rebuild the estate, which would guarantee all residents a new home on Central Hill and would also provide more homes to help tackle the housing crisis. We fully recognise that rebuilding the estate will be disruptive to the people living there. However, this report recommends the full rebuilding of Central Hill as the only practical way to improve living conditions for people living on the estate. This conclusion was reached after a number of potential alternatives, including refurbishment, infill and partial rebuilding, were rigorously analysed and ruled out.

Rebuilding the estate will be done together in partnership with the estate's existing residents. The council's Key

Guarantees for estate regeneration means that every existing tenant will be offered a new home on the estate, with enough bedrooms to meet their needs, built to new, modern, well-insulated standards, with a lifetime tenancy and rents set in exactly the same way as for all existing council homes. Existing resident leaseholders and freeholders will also be offered a new home on the estate, with a range of options to make remaining a homeowner affordable to them, with nothing extra to pay to the council, so that the existing community can stay together. The council is also fully committed to working together with the residents of the Central Hill estate so that they lead the process of masterplanning and designing the new estate and their new homes.

Rebuilding the Central Hill estate is the best option for improving the quality of council tenants' homes but will also enable hundreds of additional homes to be built to help ease the housing crisis. Lambeth has embarked on an ambitious programme to build 1000 extra homes at council rent over the next few years to address the severe crisis that the borough faces, with 23,000 people on the council waiting list and nearly 2000 homeless families provided with temporary accommodation by Lambeth. Rebuilding the estate provides the opportunity to maximise the number of additional affordable and social housing, with priority given to local families in housing need from the local community.

Finance summary

This report proposes that the council proceeds with complete redevelopment of the Central Hill Estate. To support this a development management team would be procured to embark on a programme of masterplanning and progress the redevelopment through the resident engagement, community-led design process, planning and land assembly processes.

A feasibility exercise has been undertaken to explore options for the future of the estate with analysis of a range of scenarios considering in particular different numbers of homes on the future estate and different tenure splits. On current assumptions, this initial viability work demonstrates that redevelopment of the whole of the Central Hill estate would be a financially viable proposition. However, the viability of the project will continue to be assessed in parallel as the masterplanning develops to ensure that the eventual scheme remains financially achievable.

The Report also proposes that the "Key Guarantees" for secure tenants and homeowners will now be implemented at Central Hill Estate; more detail on the financial implications associated with the Key Guarantees are considered in Section 3.

Some capital funding is already in place to commence the process of property buybacks from those homeowners who wish to sell back to the council. The council plans to complete this programme of buy backs in partnership with Homes for Lambeth once it is established since this will allow up-front costs to be recouped. A strategy will be developed to roll out this buyback programme, which will in due course become informed by the phasing strategy as part of the masterplan.

It is anticipated that the Development Management team will be procured during 2017/18 with the full participation of residents to provide planning and architectural expertise. It should be noted that the council expects to incur upfront costs of about £20m which are planned to be reimbursed by Homes for Lambeth. These upfront costs include buybacks costs to enable leaseholders to move home early if they choose to do so, development management fees, demolition and other costs associated with progressing the development scheme.

Some capital funding is already in place to cover these up-front development costs but it may be necessary to allocate additional funding if it is not possible to novate the contract across to Homes to Lambeth before the

end of 2017/18.

Recommendations

1. To authorise the redevelopment of the Central Hill Estate in accordance with the approach set out in Section 2.
2. To implement the Key Guarantees as adopted by the council for the estate regeneration programme.
3. In consultation with the lead member, officers to begin the masterplanning phase.

Context

Lambeth's Estate Regeneration Programme

- 1.1 Lambeth's foremost commitment is to ensure that every one of our residents has the opportunity to live in a good-quality home that is affordable and suitable for their needs. However, there are simply not enough homes, particularly social homes, to meet the needs of people in Lambeth.
- 1.2 Lambeth, like all London boroughs, is facing a major housing crisis. Over 23,000 people are on our waiting list for a council home; the number of homeless families in temporary accommodation has risen sharply to nearly 2000, the vast majority of which are families with children; and 1,300 families are living in severely overcrowded homes. Every year between 3,000 and 4,000 people apply to be on the council's housing waiting list. This equates to 60 to 80 households per week. At the current time, each year the council is able to provide housing for around 1,200 households. This equates to around 23 per week and includes internal transfers from one council property to another. In the context of these challenges, the council is seeking to improve the quality and quantity of the housing in Lambeth.
- 1.3 In 2012 the council launched a major initiative, the Lambeth Housing Standard (LHS) Programme – a refurbishment programme aiming to bring council owned homes in the borough up to a good quality. But this work programme does not increase the number of homes in the borough, nor can it deal with the problems and condition of existing homes on some of the council estates.
- 1.4 As the council is the freehold owner of most of the properties on a council estate all income and expenditure for the estate falls within the council-wide Housing Revenue Account (HRA). This means there are strict budgeting controls that prevent the council from running a deficit in any one year. Moreover, the council cannot borrow more than is currently planned because borrowing via the HRA is capped by Government and because the HRA simply cannot afford to borrow more as there is insufficient income to pay for the costs of borrowing. Furthermore, Decent Homes funding, which contributed to the costs of the LHS programme is no longer available. Hence the council has to make some difficult decisions about how best to spend its scarce resources.
- 1.5 Between 2012 and 2017 Lambeth Council will have invested £443m in improving council homes within the borough. We have committed a further £70m to the 2017/18 programme, so by 2018 we will have invested over £513m. Despite this historic level of investment, there is a funding shortfall to deliver the LHS programme. The budget shortfall in the LHS programme has grown from an estimated £56m when the programme was launched in 2012 to over £85m as last reported. The council faces additional pressures on the Housing Revenue Account (HRA) due to government changes in the reduction of 1% per annum in council rents (over the next 4 years). Prudential borrowing prevents further borrowing into the HRA; as a consequence the council cannot determine when it will be able to afford to refurbish estates such as Central Hill.
- 1.6 To help to address these challenges around housing supply and quality of housing, Lambeth has embarked upon an estate regeneration and housing delivery programme to provide more and better homes for the residents of Lambeth. The estate regeneration programme can deliver better homes for existing residents and additional new homes for those on the waiting list.
- 1.7 Refurbishment and redevelopment can be funded differently. Refurbishment costs must fall within the HRA because refurbished properties remain council properties. However, with redevelopment, existing properties can be demolished and the land transferred to a different owner so that the redevelopment costs can come from money borrowed from the outside of the HRA, rather than from within the HRA.
- 1.8 To address the financial constraints regarding the HRA, the council is proposing to set up a Special

Purpose Vehicle ('SPV'), an independent company that would be wholly owned by the council – to be called Homes for Lambeth. For development schemes that have a sound business case, the SPV can raise funds either from the public works loan board or from the private sector.

- 1.9 The council has allocated capital investment funding of £25m through its Single Capital Pot within the General Fund to progress the early stages of estate redevelopment projects, with the expectation that this investment will be recouped in due course through Homes for Lambeth.
- 1.10 The detailed background to the estate regeneration programme has previously been provided to Cabinet in Appendix A of the Cabinet Report of 21 March 2016. The establishment of Homes for Lambeth was given authorisation by Council Cabinet on 12 October 2015.
- 1.11 The Central Hill Estate was included in a list of six estates in the Cabinet Report of 8 December 2014 to be considered for regeneration. Following that Cabinet Decision, officers began feasibility work as follows:
- initial engagement with residents to inform them of the December 2014 Cabinet Decision;
 - instruction of a design team to carry out design feasibility work to explore the potential scale of redevelopment that could take place on the estate combined with viability analysis to understand the viability of different design options;
 - stock condition analysis to gain a better understanding of the current state of the estate and the homes on the estate and to enable estimation of the cost of refurbishment, as well as the appointment of an independent quantity surveyor to help advise residents on refurbishment costs
 - establishment of a Resident Engagement Panel;
 - consideration of options for the future of the estate and engagement with residents on these options;
 - engagement with residents to prepare a Resident's Brief, setting out design objectives for the future neighbourhood, should redevelopment of the Estate take place; and
 - formal consultation with residents on the option now being recommended to Cabinet.

More detail on the consultation and co-production are provided in Section 5.

Feasibility – more detail

- 1.12 Feasibility work for the future of the Central Hill estate commenced in early 2015. The purpose of the feasibility work has been to develop a preferred solution which can then be consulted on. The preferred solution would identify which homes should be included in any redevelopment of the estate and provide an idea of the scale of redevelopment to take place.
- 1.13 The technical aspects of the feasibility work have involved:
- understanding better what the problems are with the estate;
 - exploring what the cost of refurbishment of the whole estate and various parts of the estate would be;
 - exploring what the outcome of refurbishment work would be – for example, would it resolve inherent design problems that exist on the current estate;

- exploring, through preliminary masterplanning, various redevelopment scenarios for part and complete redevelopment of the estate, considering strategic design and viability issues – the key aim of this work at this time has been to identify how many homes could be accommodated on the whole and parts of the estate; and
- analysing the heritage value of the estate as a whole and components parts.

1.14 Side-by-side with the feasibility work, a Resident Engagement Panel was established and the council has engaged with this Panel throughout this period of feasibility work.

1.15 The feasibility work led to the following conclusions:

- Analysis of the stock condition of the properties and the estate as a whole concluded that the 30 year cost of refurbishing the whole estate, to bring properties up to the Lambeth Housing Standard, would be at least £18.5m, which represents over £44,000 per council tenanted home. Most of this investment would be required within the short-term. This figure is considered to be a minimum cost and compares unfavourably to the average cost of refurbishing council homes through the Lambeth Housing Standard programme of around £16,000. Homeowners would experience Section 20 charges of between £18,000 and £34,000 per household. Work carried out by the Quantity Surveyor firm Martin Arnold, requested by the Resident Engagement Panel, estimated costs could be higher with an overall refurbishment cost of £40m.
- Given the funding shortfall within the HRA, there is simply not the financial resource available to cover these costs within any reasonable time period. If the estate, or any part of it, were left to be refurbished as opposed to being redeveloped, the council cannot give any assurance to residents about when such refurbishment work might take place.
- Refurbishment works could not resolve the underlying problems with the design of the estate either of individual homes or of the estate as a whole. Refurbishment would not resolve the design issues of cold bridging, noise transference due to poor stacking, security and the very poor accessibility of the homes and neighbourhood.
- Assessment of the heritage value indicated that this is limited – see paragraphs 5.15 for more consideration of heritage issues.

1.16 The scenarios that were explored through the feasibility process and the analysis undertaken are as follows:

- Refurbishment and Infill: This would involve adding new homes to the Estate on vacant and underused land and refurbishment of the existing homes. Whilst delivery of the new homes alone could potentially be viable, there remains a funding shortfall to cover the refurbishment works. Homes for Lambeth would not be able to borrow money to refurbish existing council homes and there is a funding shortfall in the HRA. The cost of refurbishment compares unfavourably to the average cost of refurbishing council homes through the Lambeth Housing Standard programme.
- Partial rebuilding: This would involve retaining 77 existing homes and redeveloping the rest of the estate. There remains a funding shortfall to cover the refurbishment works. Homes for Lambeth would not be able to borrow money to refurbish existing council homes and there is a funding shortfall in the HRA. Even for this smaller number of homes, the cost of refurbishment compares unfavourably to the average cost of refurbishing council homes through the Lambeth Housing Standard programme.
- Proposal put forward by Architects for Social Housing (ASH): This involves infilling on vacant land

and building on top of flats and maisonettes. The council and independent advisers determined this could deliver around 120 new homes, not the 250 originally proposed. The same problems apply as for infill and refurbishment in that, whilst delivery of the new homes alone could be viable, there remains a funding shortfall to cover the refurbishment works. It was adjudged that this proposal would not deliver improved homes for current residents, and would not resolve some of the inherent design problems with the estate. Although it would deliver some additional new homes, the proposal would not provide value for money for the council.

- Complete redevelopment: This would involve a phased rebuilding of the whole of the estate. All 320 existing council tenant homes would be replaced with good quality new homes; all resident leaseholder homes would be replaced; there would be an additional 500 to 750 new homes, where as many as possible of these would be affordable and at council level rent. However, a significant number of the additional new homes would need to be market sale or market rent in order to pay for the replacement of the existing and additional affordable homes.

1.17 Through the feasibility work, consideration has also been given to the potential for incorporation of additional adjacent sites that are not formally part of the existing residential estate. These are:

- Older Persons' Day Centre: further consideration is required to determine whether and how this might be included in the redevelopment and whether any re-provision is required.
- Hostel at Roman Rise: the council is currently reviewing its hostel provision across the borough and this will inform how or if this hostel should be included in the redevelopment.
- The private hostel at 3 Highland Road: initial contact has taken place with the property owner and his agent.

Links to Council Policy

1.18 The recommendations in this Cabinet Report are consistent with the Lambeth Borough Plan 2016 to 2021. In particular the decision to redevelop the Central Hill estate would contribute to the delivery of the following objects:

- *Inclusive Growth* – to encourage investment and regeneration and make sure it benefits all.
- *Reducing Inequality* – by ensuring that those on benefits or low incomes have decent homes to live in.
- *Strong and Sustainable Neighbourhoods* – by improving the quality of the local neighbourhood at Central Hill while maintaining social mix and diversity

2. Proposal and Reasons

2.1 It is proposed that the whole Central Hill estate is redeveloped.

2.2 Options have been considered for the future of the Central Hill estate and as set out above the feasibility work undertaken has identified financial and practical obstacles that lead officers to conclude that full redevelopment is the only option for the future of the estate. The consistent message, which has been given to residents throughout the engagement and then consultation processes, has been that the council would only consult on and formally consider deliverable and viable options. In Autumn of 2016, the council formally consulted with residents on the Central Hill estate, making it clear that the only solution that the council considered to be deliverable and viable was complete rebuilding of the entire estate.

2.3 Key factors that have informed this conclusion include:

- **Quality of Homes and Neighbourhood.** Redevelopment could provide high quality, well-designed, energy efficient, accessible new homes. Any refurbishment work at Central Hill cannot resolve many of the inherent problems with the properties on the estate – homes and the neighbourhood would still be relatively inaccessible, homes would continue to be prone to damp, costly to heat, etc.
- **Time period.** Whilst rebuilding the estate could take 10+ years, given the difficulty of finding funds for refurbishment, it is likely that the redevelopment would have progressed with residents moving into newly built homes before any refurbishment work would be started.
- **Disruption to residents.** While redevelopment would require all residents to move to a new home, because of the asbestos in these properties and the severe damp in many properties, any refurbishment work would require a significant number of residents to move out of their homes for undefined time periods to enable works to take place. This would be at least as disruptive as moving to a brand new home.
- **Over-crowding.** The housing needs survey carried out in 2015 indicated that 24% of the tenant households considered that they were over-crowded. This could not be resolved through refurbishment; but redevelopment could provide every tenant household with a new home that met their housing needs.
- **Funding.** Plans for redevelopment are ready to be progressed with residents and would be funded through the wider Homes for Lambeth estate regeneration programme. A decision not to proceed would require LHS funding for the estate to be assessed and identified from within the council's capital programme. Given the competing needs for these funds, the council cannot make any commitments to be able to allocate such funds for several years, most likely sometime in the early 2020s.
- **Community Views.** When a detailed survey was carried out across the estate during Autumn of 2015 during the formal consultation period, 55% of council tenants at Central Hill said that they supported the recommendation of complete rebuilding of the Estate.

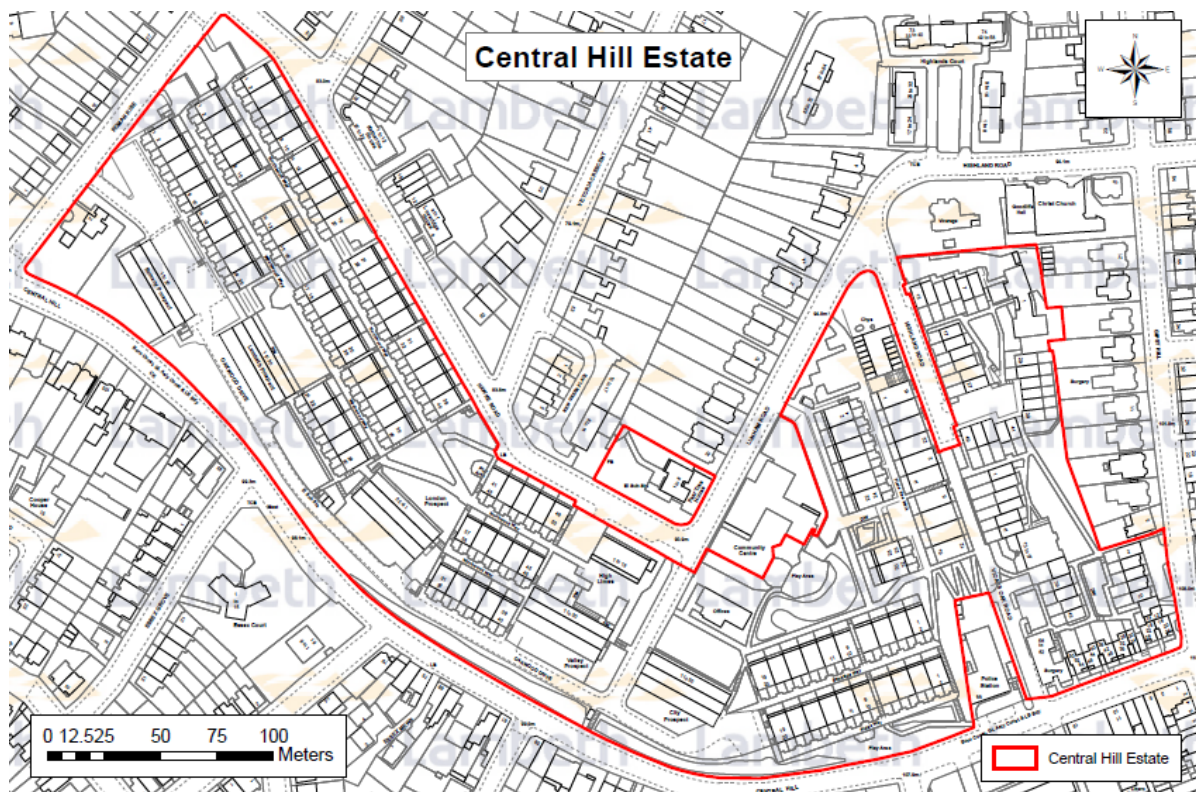
2.4 The recommendation to redevelop would lead to the demolition of all the properties on the Central Hill Estate on a phased basis and building of new homes can be expected to deliver:

- replacement of all existing homes – all existing tenants and resident leaseholders will have the opportunity to move into new high quality homes in a well-designed new neighbourhood;
- a minimum of 500 additional new homes; and
- maximising the number of additional affordable homes, where as many of these as possible will be at a council level rent.

2.5 If the option to redevelop is agreed the Council will embark on a programme of masterplanning of the Central Hill estate based on the assumption that the whole estate would be redeveloped. For the avoidance of doubt, the following buildings would be demolished on a phased basis to make way for the redevelopment of the estate, together with any other properties identifiable within the red-line of the diagram below:

- 1 – 20 Bankside Way
- 2-64 Central Hill (evens)

- 1- 30 City Prospect
- 16 – 22 Highland Road (evens)
- 5 – 49 Highland Road (odds)
- 1 – 12 High Limes
- 1 – 30 Lambeth Prospect
- 1 – 30 Northwood Way
- 1 – 40 Oakwood Drive
- 1 – 8 Pear Tree House
- 1 – 19 Plane Tree Walk (odds)
- 2 – 32 Plane Tree Walk (evens)
- 1 – 20 Ridge Way
- 1 – 30 Romany Prospect
- 1 – 30 Valley Prospect
- 2 – 12 Vicars Oak Road (odds)
- 1 – 43 Vicars Oak Road (evens)
- 1 – 46 Wychwood Way



Masterplanning and Resident Engagement

- 2.6 If a decision to redevelop the estate is taken, then the next step is to move into masterplanning – developing in collaboration with residents the design of the future Central Hill neighbourhood and the new homes and a phasing plan for redevelopment. Residents would continue to have access to Independent Advisers and council officers would work with residents to look to harness other social and economic benefits that could arise through the redevelopment and construction programmes.
- 2.7 The Resident Engagement Panel has proven to be a useful forum for the council to engage with residents. Moving forwards into masterplanning, the council is keen to ensure that the engagement processes and structures with residents are wider and deeper, involving as many residents as possible. We will work with residents and the Independent Advisers to explore options for how better to achieve

these aims for increased resident involvement.

- 2.8 The next step after a decision to redevelop would be to complete the procurement of a development management team to progress design and viability work towards a masterplan for the estate, which would then be taken forwards to a planning application together with preparatory work for a compulsory purchase order (should the latter be required). The development management team would help the council to develop detailed design and procure contractors for the construction work.
- 2.9 Procurement of the development management team has already commenced as authorised by a previous Cabinet Decision (July 2015). This procurement will be resumed and will involve residents by means of an exhibition and interviews to select the development manager. It is anticipated that the development manager would commence work in the Autumn of 2017.
- 2.10 The design brief for the development management team (to be procured) would look to develop a phasing strategy for the regeneration of the estate so as to minimise the need to move anyone temporarily off the estate and to make sure (as far as is practicable) that households only need to move once. In any event, the council would work with residents to agree a construction programme that seeks to minimise disruption to residents.
- 2.11 Within the context of needing to deliver a commercially viable redevelopment of the estate, the council will ensure that the development management teams engaged to progress the masterplanning of the project work towards the draft Resident's Brief as part of the design brief for the regeneration of the estate.

Land Acquisition

- 2.12 Capital funding is already in place to commence the process of property buybacks from those homeowners who wish to sell back to the council. A strategy will be developed to roll out this buy back programme, which will in due course become informed by the phasing strategy, which will be part of the masterplan. A draft process for the buying back of leasehold properties has already been made available to residents. If the council is unable to reach agreement for acquisition of leasehold properties, then it would be necessary to seek to acquire them by compulsory purchase.
- 2.13 As the masterplan is developed, it may become apparent that acquisition of additional small land holdings on or adjacent to the Estate, where such land holdings are either partly enclosed by the land area of the estate or naturally fit with the Estate, would enable an enhanced masterplan to be produced and allow delivery of more homes.
- 2.14 It is likely that a compulsory purchase order (CPO) may be required in order to proceed with the redevelopment. This will become more apparent once the masterplan has been prepared and the perimeter for the future estate determined. Every effort will be employed by the council to acquire properties by negotiation.

Key Guarantees

- 2.15 Where residents' homes are directly affected by the development programme, such as those on regeneration estates, then the council is committed to keep uncertainty to a minimum and ensure that they have the information they need to make the best choices they can for their own and their families' futures.
- 2.16 The council has therefore developed, in consultation with residents, Key Guarantees for both council tenants and homeowners. These Key Guarantees represent a core element of that commitment, setting out a set of principles to be adhered to when the council seeks to regenerate an estate.

- 2.17 These Key Guarantees represent commitments by the council to residents affected by estate regeneration to provide those residents with as much certainty as possible that they can have a future home on the new estate and/or that they will be suitably compensated for the disturbance associated with having to move home.
- 2.18 The Key Guarantees being recommended to Cabinet for adoption across the estate regeneration programme are fair, give everyone the opportunity to stay on their estate and help keep communities together.
- 2.19 The council is confident that the proposed Key Guarantees offer the best deal for residents while ensuring the estate regeneration programme is financially deliverable.
- 2.20 If Cabinet decides to progress the redevelopment, then the “Key Guarantees” for secure tenants and homeowners will be implemented at Central Hill Estate in accordance with the following principles:
- they will be implemented in the context of existing Lambeth Policies, noting any specific exceptions that are set out in the Key Guarantees;
 - officers will be tasked to work with the residents of the estate to formulate a local lettings plan that will determine how new built homes will be allocated, taking into consideration the housing needs of the existing residents on the Estate; and
 - officers will explore what opportunities there may be to provide assistance to tenants of private landlords on the estate, with a view to enabling such tenants to remain part of the community of the estate or at the least to remain part of the community of Lambeth.

Resident’s Brief

- 2.21 A draft Residents’ Brief has been prepared by the Independent Advisers, working with residents. This draft is attached as Appendix E. This will be completed and provided to the development management team, who will be responsible for finalising it as part of RIBA Stage 1 (pre-masterplanning) works.

Viability Commentary

- 2.22 Accompanying the design work to explore options for the future of the estate, viability work has been undertaken to help determine whether design options could produce development propositions which have a reasonable prospect of being viable. This viability work suggested that in the case of redevelopment of the whole estate at least 961 new homes would need to be built in order to generate sufficient cross-subsidy to pay for replacement of all the existing homes. Various viability scenarios have been run, using the base design option of 961 new homes. For those scenarios involving more than 961 new homes, then pro rata assumptions were made within the viability analysis in terms of mix of new homes. The following table provides a summary of the viability analysis, showing that there are scenarios which provide viable schemes.

Scenario	1	2	3	4	5	6	7
Variations	2% uplift in sales values	2% uplift in sales values	none	none	none	£20m upfront investment	£20m upfront investment
No. of dwellings	961	961	1061	1061	1201	1061	1061

proposed							
No. of net gain dwellings	505	505	605	605	745	606	605
Housing Size Mix as per PRP layout	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
Re-provide existing homes at Target Rent	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
Net gain homes meet Planning Policy (40% affordable housing)	Flex – 0% affordable housing	Flex – 0% affordable housing	Flex – 15% affordable housing	Flex – 15% affordable housing	Flex – 32% affordable housing	Achieved (42% affordable housing)	Flex – 30% affordable housing
All affordable at council rent or meets tenancy strategy	Tenancy strategy	Tenancy Strategy	Tenancy Strategy	Tenancy Strategy	Tenancy Strategy	Tenancy Strategy	Tenancy Strategy
Net Gain Private delivered as Private Rent	Flex – 100% private sale	Flex – 91.5% private sale / 8.5% private rent	Flex – 100% private sale	Flex – 77% private sale	Flex – 100% private sale	Flex – 100% private sale	Flex – 100% private sale
Finance at Council Rate	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
Grant Levels	£0	£0	£0	£0	£0	£20m	£20m
% Affordable housing on whole estate	33%	33%	39.6%	39.6%	47.5%	54%	48.8%
Tenant and Leaseholder payments	£26.08m	£26.08m	£25.65m	£25.65m	£25.65m	£25.65m	£25.65m
Pre Finance NPV	£11.3m	£1.7m	£9.8m	£0.6m	£11.4m	£0.2m	£9.1m

2.23 The Viability Report prepared by Airey Miller is attached as Appendix A.

2.24 The viability work provides sufficient confidence that a redevelopment solution could be found which would be financially viable – that is that funding could be raised to deliver a redevelopment scheme and that the income generated by the redevelopment could service the subsequent debt.

2.25 The Net Present Value (NPV) calculations reported in the table above are derived from an analysis of the value of the future finance inflows and outflows for the scheme from the perspective of Homes for Lambeth and restate that value at today's prices. The future value is eroded over time by inflationary

uplifts so the calculation seeks to strip out that inflation and show the equivalent value today without it. However, the calculation relies on a choice of rate at which to do this and different rates will produce a different end result.

- 2.26 The NPV calculation has been produced using the 6.09% rate as guided by Treasury which assumes a long term interest rate of 3.5% and an inflationary effect of 2.5%. However, in today's economic climate, where current interest rates are below 3.5% and consumer inflation is currently only 0.9%, this is likely to be a very prudent estimate. Using this rate has produced positive NPVs for Scenarios 1 to 7, which demonstrate that even in this most prudent scenario, redevelopment is viable. In the event that actual interest rates and inflationary uplifts were lower than those estimated within the Treasury guidance, this would reduce the discount rate for the calculation and the eventual NPV result would be higher (a more positive number).

3. Finance

- 3.1 A feasibility exercise has been undertaken to explore options for the future of the estate. Initial analysis across a range of scenarios considering different numbers of homes on the future estate and different tenure splits has also been undertaken to determine the potential viability of different development propositions. On current assumptions, this initial viability work demonstrates that redevelopment of the whole of the Central Hill estate would be a financially viable proposition.
- 3.2 If Cabinet authorises redevelopment of the estate, then further design and planning will be undertaken at the masterplanning stage. The viability of the project will continue to be assessed in parallel as the masterplanning develops to ensure that the eventual scheme remains financially achievable.
- 3.3 This report also proposes that the "Key Guarantees" for secure tenants and homeowners will be implemented at Central Hill Estate. The most significant costs in delivering the Key Guarantees are associated with the commitment to re-house all existing secure tenants on the estates in newly built homes and to enable resident homeowners to stay living on their estate. Additional costs will include the cost of outright purchase of homeowner interests with associated Stamp Duty Land Tax, the costs of paying off homeowner mortgages where appropriate, the range of costs associated with moves including fees for professional advice, home loss, disturbance, decant and temporary accommodation costs as well as the loss of income from any partial shares in shared ownership homes provided rent-free to existing homeowners.
- 3.4 Overall, these costs have a significant impact on the financial viability of the schemes which have to be offset by receipts from sales and shared ownership rents. In order to honour these commitments, the council will therefore need to ensure that the tenure mix to be provided across the regenerated estates together with the construction phasing is optimised in order to generate sufficient income to ensure overall financial viability.
- 3.5 Some capital funding is already in place to commence the process of property buybacks from those homeowners who wish to sell back to the council. The council plans to complete this programme of buy backs in partnership with Homes for Lambeth once it is established since this will allow up-front costs to be recouped. A strategy will be developed to roll out this buy back programme, which will in due course become informed by the phasing strategy as part of the masterplan.
- 3.6 As the masterplan is developed, it may become apparent that acquisition of additional small land holdings on or adjacent to the estate would be appropriate to allow delivery of more homes. The council will seek to acquire such additional land holdings through negotiation with the existing landowners but if this were not successful, such properties might be included within a compulsory purchase order for the estate. Financial viability modelling will explore the most effective way of funding these purchases

although at present no funding has yet been specifically allocated for them.

- 3.7 It is anticipated that the Development Management team will be procured during 2017/18. It should be noted that the council would incur upfront costs of about £20m which are expected to be reimbursed by Homes for Lambeth. These upfront costs include Development Management team's fees, buybacks costs, demolition and other costs required to progress the development scheme.

4. Legal and Democracy

- 4.1 Section 1 of the Localism Act 2011 introduced a new "general power of competence" for local authorities, defined as "the power to do anything that individuals generally may do" and which expressly includes the power to do something for the benefit of the authority, its area or persons resident or present in its area.
- 4.2 Section 9 of the Housing Act 1985 empowers the council to provide housing accommodation by erecting houses, or converting buildings into houses, on land acquired by them.
- 4.3 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:
- to be informed of the authority's proposals in respect of the matter; and,
 - 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.
- 4.4 Article 1 of The First Protocol of the Human Rights Act 1998 provides that every person is entitled to the peaceful enjoyment of their possessions and that no one shall be deprived 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 impair the rights of the 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.
- 4.5 Article 8 of the Human Rights Act gives everyone the right to respect for their private and family life, their home and their correspondence. A public authority 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.
- 4.6 Section 149 of the Equality Act 2010 sets out the 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 and other conduct prohibited under that act
 - Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it; and

- Foster good relations between those who share a protected characteristic and those who do not share it, which involves having due regard, in particular, to the need to—
 - (a) tackle prejudice, and
 - (b) promote understanding.
- 4.7 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, including, in particular, steps to take account of disabled persons' disabilities;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 4.8 Compliance with the duties in section 149 of the Act may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under the Act.
- 4.9 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.
- 4.10 Where applicable, the council, as a contracting authority, must adhere to the rules set out in the Public Contracts Regulations 2015. The threshold above which the award of public services contracts must comply with the full rigour of the Regulations is £172,514 and for works contract the sum is £4,322,012. For over-threshold contracts, contracting authorities must, among other things, publish a contract notice in the Official Journal of the European Union. For public contracts below these thresholds, authorities must give due regard to the general Treaty of Rome principles of openness, transparency and non-discrimination and the observance of the Council's procurement procedures in the selection process would provide compliance in this regard.
- 4.11 When considering whether to adopt the recommendations of this report, the decision maker will be exercising discretion within the constraints of the duties referred to above and should therefore have in mind the following principles of administrative law:
- the decision must be within the council's powers;
 - all relevant information and consideration, including the council's fiduciary duty to the Council Tax payer, must be taken into account; and,
 - all irrelevant considerations, including unauthorised purposes, must be ignored.
- 4.12 This proposed key decision was entered in the Forward Plan on 21 October 2016 and the necessary 28 clear days' notice has been given. In addition, the council's Constitution requires the report to be published on the website for five clear days before the proposed decision is approved by the Cabinet Member. Any representations received during this period must be considered by the decision-maker before the decision is taken. A further period of five clear days - the call-in period – must then elapse before the decision is enacted. If the decision is called-in during this period, it cannot be enacted until

the call-in has been considered and resolved.

5. Consultation and co-production

5.1 Since early 2015, in addition to establishment of the Resident Engagement Panel, there has been extensive engagement with residents across the whole estate over this 2 year period. Appendix B provides a short summary of this engagement. This has included:

- Drop-in surgeries held (most) weeks on site with regeneration officers and/or independent advisers
- Exhibitions – looking at redevelopment and design issues
- Public meetings
- Coffee mornings
- Door-knocking to engage with residents in/at their home
- Workshops and training sessions

5.2 This long period of engagement has been brought to a conclusion through a formal consultation exercise run between 15th October and 14th November 2016.

5.3 This concluding consultation exercise commenced with the issue to all residents on the estate of a booklet setting out the council's proposals for the future of the estate. This booklet is attached as Appendix C. This booklet also set out the principle other options for the future of the estate that have been considered through the feasibility work and explained briefly why each option that would not be taken forwards was being rejected.

5.4 The consultation that has been run during Autumn 2016 has involved the following:

- Delivery of booklet to all households and non-resident leaseholders – outlining the council's position and why other proposals were not taken forward.
- Door-knocking (prior to the formal consultation) to explain the council's position and promote the exhibitions
- 2 exhibitions
- Summary exhibition throughout the period on site
- Lambeth officers and independent advisers available throughout the period on site
- Delivery of Frequently Asked Questions arising from the consultation
- Coffee morning/afternoon for older residents
- Door-knocking with the independent adviser to those households identified as vulnerable.
- For those residents identified who did not communicate in English, the independent advisers organised interpreters. (There was not a specific ethnic community identified on Central Hill).

5.5 In addition to the consultation work above, The Campaign Company (TCC) were commissioned to conduct door surveys to gain impartial feedback from residents and also to provide an independent analysis of the feedback received through this consultation. Their report is provided at Appendix D and summarises that analysis.

5.6 307 feedback forms were submitted as part of this consultation; that is around two thirds of the households on the Estate: 68% responses were from council tenants; 25% were from resident and non-resident leaseholders and freeholders and 7% were from private tenants living on the estate.

- 5.7 70% of respondents felt 'very well' or 'fairly well' informed about the changes with the newsletter being cited as the most popular channel of information (77% of respondents said they had seen it).
- 5.8 When asked to what extent they supported or opposed the proposed full rebuilding of the estate, there were key differences of opinion by tenure amongst the respondents:
- 55% of council tenants supported the proposal for complete redevelopment (with 37% strongly supporting) and 34% of council tenants opposed it (with 24% strongly opposing it).
 - In terms of homeowners (ie resident or non-resident freeholders and leaseholders), 31% of them supported the proposal to fully rebuild the estate (with 14% strongly supporting) and 51% opposed this proposal (with 42% strongly opposing it).
 - For private tenants, 35% supported the proposal (with 15% strongly supporting) while 50% opposed this (with 40% strongly opposing).
- 5.9 Of those who supported the proposals, the majority cited getting better and improved homes as the main benefit. Some also stated this would be an opportunity to make the wider estate more attractive and fix some of the problems (such as the pathways). The main concerns cited by those opposed to the changes were the disruptive impact both on individuals (especially those who had lived there a long time) and the wider community. Many of those opposed to the proposal could not see any personal benefit from the changes.
- 5.10 In addition, tenants raised concerns about losing their secure tenancy and their right to buy. Homeowners raised concerns about the fairness of the package (the compensation offers included in the Key Guarantees) being offered to them, and the impact on the value of their home (both now and in the long-term). Many, whether they supported or opposed the proposal, requested more information about the personal impact on them. Similarly, another view that was expressed, was that whatever decision was made there needed to be quick action and regular communications to reduce the uncertainty that currently exists about the future of the estate.
- 5.11 Some of the key concerns that have been expressed by residents during the feasibility process are noted below. These are addressed below and for those residents, who have wanted to know the details, the following information has been made available to them:
- *The change in tenancy and loss of right to buy.* In the booklet used for consultation purposes around the Key Guarantees for tenants, the council set out that tenants would not have the Right To Buy in the future Homes for Lambeth assured lifetime tenancies. However, the council is reviewing this position and will consult further with tenants on a contractual Right To Buy as part of discussions with them on the future Homes for Lambeth assured lifetime tenancies.
 - *Not getting like for like replacement with particular reference to private gardens and parking provision.* Residents will be provided new homes that meet their housing needs according to the Lambeth Housing Allocations Policy. Given that the estate will be built to a higher density than currently, there will inevitably be a lower proportion of the new properties with gardens; however the masterplanning process provides the opportunity to create new good quality outside green and recreational spaces; all new homes will have private outdoor space by means of balconies, etc. A Local Lettings Plan will be developed for the estate in consultation with residents to set out how new properties will be allocated to residents (for example, prioritising ground floor properties for families and disabled)

- *Affordability for both homeowners and tenants.* Financial information has been provided to homeowners to make clear the likely potential financial implications of redevelopment to them. For tenants, it is estimated that there will be an increase in rents; this could be between 10% and 25% varying across different properties. The council has committed to implement any rent increases on a phased basis over five years in order to mitigate the impact of rent increases. Service charge costs will be considered during the masterplanning and design process.
- *Repairs and upkeep not happening in the interim.* Properties will continue to be maintained by Lambeth's Housing Management until the redevelopment begins. However major works will be limited to only what is required as essential.
- *Potentially a long regeneration project and people may be living in inadequate conditions for a long time.* Through the masterplanning process, the council will work with residents to formulate a development programme (construction phasing, etc) that will minimise disturbance to residents. This may mean enabling people to move only once or may mean seeking to speed up the construction programme through a faster decanting programme, which would require more double moves.
- *Will individual housing needs be met particularly those with caring responsibilities or mobility issues.* After a Cabinet Decision and before masterplanning commences, the council would carry out a detailed housing needs assessment across the estate to develop a detailed understanding of the needs of every homeowner and tenant so as to ensure that residents who wish to remain on the estate are provided with new homes that meet their housing needs. New homes will be adapted to particular needs of residents, such as those with disabilities.

Planning Commentary

- 5.12 The council has adopted planning policies in the Lambeth Local Plan (2015) which seeks to maximise the supply of additional homes, including affordable housing, within the Borough. These are in line with the London Plan (MALP 2016) and the National Planning Policy Framework (2012). The delivery of new housing is a key priority of the Development Plan, but this has to be balanced against the requirements of other policies, which deal with a wide range of issues such as design, heritage, amenity, trees, open space and transport.
- 5.13 Lambeth Planning have visited the Central Hill estate, assisted in identifying and advising on constraints and opportunities in terms of the existing built form and surroundings and provided some commentary on the emergent design study proposals. It has been identified that there is the potential to deliver a significant number of new homes on the estate whilst also addressing key existing issues such as poor quality accommodation, lack of permeability, accessibility, insufficient legibility, anti-social behaviour and poor quality public realm / open space. Officers will be seeking to optimise the amount of additional housing that can be delivered on the estate through having regards to existing constraints.
- 5.14 Going forwards, masterplanning work is going to need to explore how to increase the proportion of net additional new homes at a council level rent. The masterplanning process will involve seeking a viable and planning compliant scheme that delivers the aspirations to create a high quality residential neighbourhood in the south of the borough.

Heritage Commentary

- 5.15 Central Hill is one of a number of Lambeth council estates developed by Ted Hollamby between 1965 and 1980. With the passage of time the best examples of this Hollamby era development have been appreciated for their innovation and special interest.
- 5.16 A recent request to Historic England for the estate to be statutory listed was rejected following detailed assessment on the grounds that the estate didn't meet the high standard necessary to warrant national protection. The report from Historic England did recognise some elements of the estate as being good historic examples of the Hollamby era.
- 5.17 During the assessment by Historic England, the council presented its case that whilst there may be heritage interest in the estate, there is an overriding need to provide good quality housing for the current residents and future residents and that any refurbishment of the estate would not resolve the many design problems that exist across the estate (in both homes and at an urban design level).
- 5.18 Taking on board the Historic England report, consideration will need to be given during the design of the new estate as to how to take the best of the Ted Hollamby thinking and re-interpret it in the context of modern accepted urban design principles and energy efficient housing. Consideration may be given during the masterplanning process to retention or re-use of any key elements of the estate that might have historic interest.

6. Risk management

- 6.1 A project team is in place and a risk register will be developed. Key risks and mitigations are noted below:

Risk	Likelihood	Impact	Mitigation
Residents do not feel engaged in the process	L	M	The approach we are adopting is to have direct engagement throughout all the processes and phases.
Residents do not agree with the data on which regeneration, demolition and new build actions are based	M	M	Residents have been provided with considerable information on the refurbishment options and there has been discussion at the Resident Engagement Panel for a long time on the costs of refurbishment.
We have instances of legal objections or an unwillingness to vacate properties	H	H	<p>The Council is using a wide range of communication methods to work with residents to explain the benefits of estate regeneration at both an individual and collective level.</p> <p>Where individual residents have concerns, the council can work with them to seek to address issues.</p> <p>The Independent Resident Advisor retained to advise residents on options and impacts.</p> <p>Compulsory purchase made in due course</p>

			need to be used to progress the project.
Masterplan is too expensive	L	H	Robust financial advice and modelling to make sure we are completely clear about costs. A development management team will be procured, where it will be their responsibility to present back to the council viable options for regeneration. Financial oversight to be provided by the Financial Planning and Management Team, reporting to the AIMG/AMCAP.
Planning permission not granted	L	H	Planning colleagues and advisers to remain engaged throughout masterplan development. PPA will be put in place to ensure engagement.
CPO not granted	L	H	Risk actively managed with specific comprehensive legal advice at each stage of project

7. Equalities impact assessment

- 7.1 In overview, BME residents are disproportionately represented as residents of the Central Hill estate and are more likely to be disproportionately affected by poor housing conditions on the estate. BME residents are also disproportionately represented on our housing waiting lists. The redevelopment will have a positive impact on these groups, and reduce existing inequalities.
- 7.2 There are significant equalities issues that may arise as a consequence of this estate regeneration programme. These will need to be managed through the course of regenerating each estate.
- 7.3 The Equalities Impact Assessment has been carried out for Central Hill estate (see Appendix F) to support the recommendation in this Cabinet report to regenerate the entire estate. This Equalities Impact Assessment has been considered by the council's Equalities Panel.
- 7.4 The Equality Impact Assessment Panel raised a number of concerns and officers have responded with mitigating actions to the panel chair.
- 7.5 This Equalities Impact Assessment is based on the information available at the time of this decision and given the level of work that has been carried out so far on the estate. Information that has been used to undertake this Equalities Impact Assessment includes:
- Local and Borough-wide Demographic Data;
 - Information held by the council's Housing Management Database (Northgate)
 - Engagement work across the estate
 - Household Needs Survey (carried out in 2015)
- 7.6 The Equalities Impact Assessment will be up-dated as the project progresses and more information becomes available. Currently, over 45% of tenants are from Black and Minority Ethnic communities; almost 60% of households are in receipt of Housing Benefit – in full or part. These groups are

disproportionality affected by redevelopment because of their numbers on the estate.

- 7.7 The Equalities Impact Assessment will inform the development of supporting strategies for the overall regeneration strategy for the Central Hill estate, including a placemaking strategy (to consider the wider area around the estate, including socio-economic factors) and socio-economic strategy for the residents of the estate. Both the latter are included as part of the proposed services for the development management team to be procured.
- 7.8 Set out below are some initial considerations that need to be taken forwards in regard to equalities impacts and associated issues.
- Actions to mitigate the disruption caused by a major redevelopment
 - Engaging all groups through the development of proposals
 - To support homeowners having difficulty in accessing finance (eg. elderly and low income households)
 - To address medical and disability needs through the rehousing process
 - Actions to mitigate the potential for increased housing costs
- 7.9 A key action that arises from the Central Hill estate is the need to explore how to mitigate potential living cost increases arising from the regeneration, such as rent increases and service charge changes. The council has committed to phase in new rents over a 5-year period to help to mitigate this and to ensure that the design brief demands careful consideration of the future service and utility charges on the estates.
- 7.10 As the development strategy is progressed for the Central Hill estate, it will be important to consider the whole living cost associated with moving into new homes both in the short and longer term and work with residents to identify ways to minimise the impact of any additional costs.

8. Community safety

- 8.1 New development will contribute positively to community safety by removing areas that could attract anti-social behaviour and providing more passive surveillance of streets and spaces. An aim of regeneration is to promote estate pride and architects will actively design out the potential for crime as part of the development process.

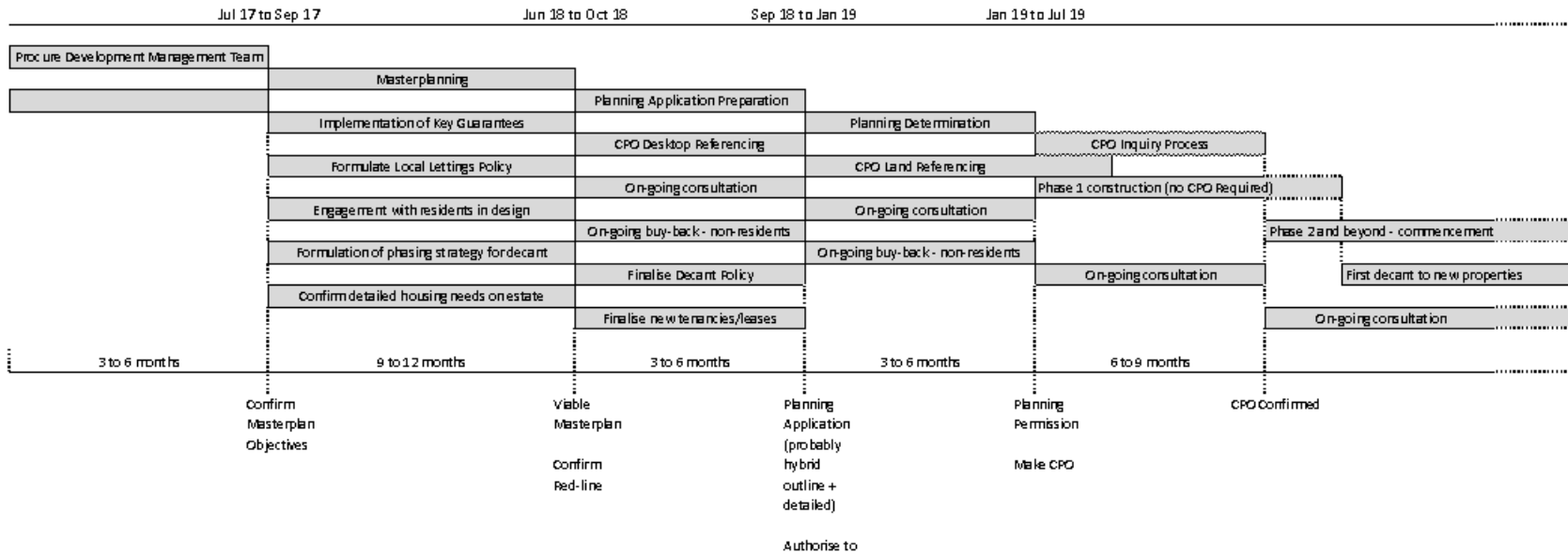
9. Organisational implications

- 9.1 Environmental: Redevelopment provides the opportunity to build a new neighbourhood to much higher environmental performance standards with energy efficient homes. Environmental impact will be considered during the planning process.
- 9.2 Staffing and accommodation: The Housing Regeneration Team will oversee the management of this project.
- 9.3 Procurement: An OJEU compliant process is currently being progressed to procure the development management team for the work required to progress this project through the design, planning and land assembly stages.
- 9.4 Health: The new homes should provide better health outcomes for our residents and we will look at how this can be monitored and captured (see above commentary addressing issues raised by the Equalities Impact Assessment).

10. Timetable for implementation

- 10.1 An OJEU compliant procurement process was commenced in early 2016, to procure a development management team to progress the regeneration of the Central Hill estate through masterplanning, planning and any compulsory purchase and procurement of construction of the project. If Cabinet decides to confirm redevelopment of all or part of the estate, then this procurement process will be resumed.
- 10.2 Set out below are the immediate activities to be progressed by council officers if these recommendations are adopted. These are just the actions that will be observed from a resident's perspective.
- **Communication:** Letter announcing the recommendation to residents, setting out what this will mean for them.
 - **Engagement:** Council officers and/or Independent Advisers to hold weekly or fortnightly drop-in sessions on the estate to be available to any resident to drop by and ask questions.
 - **Resident Engagement Panel:** Review – see paragraph 2.7.
 - **Independent Adviser:** As part of the Key Guarantees, the council has made a commitment to retain Independent Advisers through the life of a regeneration project. This will take the fees for such work with the current advisers above OJEU thresholds and it will therefore be necessary to re-procure these services.
 - **Procurement:** Progression of the procurement of the development management team to completion. This process has already started and will continue as follows:
 - selection of resident representatives to be on the interview panel;
 - capacity building training for the selected resident representatives (and any others who want to participate);
 - exhibition of the bidders for the development management role;
 - interviews with the bidders;
 - announcement of the successful bidder; and
 - event – “meet the development management team”.
 - **Key Guarantees:** Commencement of implementation of Key Guarantees, including:
 - notification to residents on what the council's offers mean to them;
 - details of the process involved in different options under the Key Guarantees;
 - description of the “Resident Journey” from current home to new home; and
 - the process for formal buy-back of leaseholds (where desired by residents) will commence once any legal impediments (Call In or JR) to this decision have been resolved.
 - **Household Needs:** Council starting to gather detailed household needs information from tenants.
 - **Masterplanning:** Early work of the selected development management team, including setting out for residents what the masterplanning process will involve.
 - **Other:** Further meetings with landowners affected by the recommendations to consider their options.
- 10.3 The diagram on the following page shows a potential programme for Central Hill estate redevelopment; this will become clearer, refined and more detailed over time. The programme suggests that first construction of an initial phase of development on the estate could commence during 2019

Central Hill Estate Redevelopment - Indicative Programme



Audit trail				
Consultation				
Name/Position	Lambeth cluster/division or partner	Date Sent	Date Received	Comments in para:
Rachel Sharpe on behalf of Sue Foster Strategic Director.	Director, Strategic Housing	09.03.17	13.03.17	All
Councillor Matthew Bennett	Cabinet Member for Housing	09.03.17	14.03..17	
Neil Vokes	Associate Director	09.03.17	13.03.17	All
Christian Fleming, Finance	Corporate Resources	09.03.17	14.03.17	Section 3
Greg Carson, Legal Services	Corporate Resources	09.03.17	13.03.17	Section 4
Henry Langford, Democratic Services	Corporate Resources	02.03.17	13.03.17	All
External				

Report history	
Original discussion with Cabinet Member	September 2016
Report deadline	13.03.17
Date final report sent	XXXX
Part II Exempt from Disclosure/confidential accompanying report?	No
Key decision report	Yes
Date first appeared on forward plan	21 st October 2016
Key decision reasons	2. Expenditure, income or savings in excess of £500,000 3. Meets community impact test
Background information	<ul style="list-style-type: none"> • The Community Plan, 2016-20 https://modern.gov.lambeth.gov.uk/documents/s83861/Lambeth%20Borough%20Plan%202016%202021.pdf • Delivering Better Homes, Cabinet report, dated 4th Nov 2013 http://modern.gov.lambeth.gov.uk/documents/s61039/07_Delivering%20Better%20Homes.pdf • Lambeth Estate Regeneration Programme: Strategic Delivery Approach' (22/10/12) http://modern.gov.lambeth.gov.uk/documents/s50180/06%20Estate%20Regen%20Final_22%2010%2012_NV.pdf • Building the homes we need to house the people of Lambeth, Cabinet Report, dated 8th December 2014

	<p>https://modern.gov.lambeth.gov.uk/documents/s70441/03_Lambeth%20Estate%20Regeneration%20and%20Housing%20Delivery%20-%20December%202014%20v3%20docx.pdf</p> <ul style="list-style-type: none"> ● Building the homes we need to house the people of Lambeth, Cabinet Report, dated 27th July 2015 https://modern.gov.lambeth.gov.uk/documents/s76078/Cabinet%20Report%20-%20Estate%20Regeneration%20Update%20-%20July%202015%20v8.pdf ● Investing in better neighbourhoods and building the homes we need to house the people of Lambeth – Cressingham Gardens Estate – dated 21st March 2016 https://modern.gov.lambeth.gov.uk/documents/b17020/Investing%20in%20better%20neighbourhoods%20and%20building%20the%20homes%20we%20need%20to%20house%20the%20people%20of%20Lambeth%20C.pdf?T=9 ● Homes for Lambeth: A Special Purpose Vehicle for Lambeth https://modern.gov.lambeth.gov.uk/documents/s77350/Homes%20for%20Lambeth%20an%20SPV%20for%20Lambeth.pdf
Appendices	<p>Appendix A – Viability Report Appendix B – Summary of Engagement and Consultation Report Appendix C – Consultation Booklet Appendix D – Report by The Campaign Company Appendix E – Draft Residents’ Brief Appendix F – Equalities Impact Assessment</p>