
Estate Regeneration Forum

19th January 2017

A Forum for DCLG and GLA with The Housing Forum's cross sector membership to cover issues and approaches in the Estate Regeneration National Strategy and The Mayor's draft Good Practice Guide to Estate Regeneration

Feedback from the discussion with members of The Housing Forum on 8 question areas is summarised first in this Member Output followed by a summary of the main bullet points of the presentations and list of delegates.

Feedback from the discussion

Q.1 What difference will the strategies make?

- The strategy document is very welcome and captures the experience of many decades.
- To make a difference, the strategy should flow into an implementation plan with consistency of message embedded to include officials, members and political leadership.
- To ensure positive outcomes, the plan must enable early stage evaluation.
- Regeneration must start with discussion and engagement and agree a set of objectives with a plan to "manage the silences" to keep residents engaged.
- Strategies should cover the need to understand and explain the reasons for regeneration and what is up for discussion / agreement with residents.
- Long term engagement is key to draw out all main views.
- Capacity building and community leadership is crucial and helps resident play their role.
- The knowledge of housing management and of residents should be drawn on when developing the strategy.
- The vision and experience of good quality regeneration must be communicated.

Q.2 Will they encourage or constrain regeneration?

- A consistent approach is needed with an understanding of what the strategy contains.
- To encourage regeneration, there must be listening and communication.
- The size and tenure of regeneration schemes can be a constraint; in some cases, the number of previously sold homes is a constraint.

- In large regeneration schemes with a phase and return policy: options may have to change over time and with small regeneration schemes, it can be more difficult to guarantee that residents can return.

Q.3 Are policies on resident engagement clear?

- They could be more accessible as – information is held in too many places., however, the summary given is clear
- There is other guidance specific to other regions
- Consultation and engagement has to be open and clear, and take time -covering capacity building: and multiple strand engagement which has an awareness of the future community

Q.4 Will the strategies resolve potential resident conflicts?

- Truthful, open and honest engagement is required.
- The right to return is a significant positive change as opposed to right to apply to return.
- Tenant advisor websites can help resolve conflicts as also can social media, if used positively, countering negative campaigns.
- The facts have to be accessible.

Q.5 Are the financial and funding strategies workable?

- Yes if a clear outline and engagement process is followed.
- Use neighbourhood and communities more to support these strategies.
- Early stage risks need to be managed by an early stage evaluation process to clarify and limit expectations.
- Greater clarity on subsidies as this may help push the project that is marginal.
- Need to be mindful of international organisations who see UK social housing as having long term business potential.
- Good practice to bring in a JV partner earlier but there is still the need to fund the work before that stage.
- Getting investors on board early requires understanding of risk and reward.
- Conflict resolution strategies are essential.

Q.6 Will they make a difference?

- Bringing in communities early will support the regeneration and a reduction of unnecessary costs.
- Good practice dissemination is essential.

Q.7 Is the process clear and workable?

- It is work in progress. There are still lots of questions to be asked and answered and approaches have to be project specific.
- Flexibility in planning would be a benefit as would be the ability to change tenure; the buyout costs of lease holders is a major hurdle.
- Are infill options attractive enough to investors?
- There needs to be realistic expectations from all parties.
- Consensus partnerships are the way to go.

Q.8 Has design quality been emphasised sufficiently?

- The cost to deliver needs to be high on the project evaluation list.
- Off-site needs support to invest to cater for demand, however the magnitude of change may well now drive the potential for actual change.
- Location and market are all important.
- Good quality must be emphasised
- Strong emphasis on design is important but local approaches are key to resolving conflict e.g. car parking provision, place making, planning. Flexibility and integration are key
- Design quality must be deliverable for the full term of regeneration.
- Consider if this is estate regeneration or community regeneration.

Summary of bullet points from presentations

1. Estate Regeneration National Strategy – Overview. Anton Draper – Head, Estate Regeneration DCLG

A priority for government. Benefits of regeneration are:

- Better quality homes
- Transformed places
- Additional supply
- Increased opportunities
- Improved life chances
- Address social decline

Approaches to regeneration include:

- Re-use of heritage assets
- Demolish and re-develop
- Re-use and improve
- Infill and densify
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Principles of the National Strategy

Residents at the heart

- Local authority leadership
- Private and public finance
- An open and honest process
- Well managed public realm
- Enduring design

Components of the National Strategy

- Executive summary
- Resident engagement The role of the local authority
- Finance and funding
- Good practice guide
- Activity map
- Design and quality
- Case studies

New funding to accelerate schemes:

- £32m grant funding for 2016-17 will support schemes at preparation and planning stage
- Includes £2m to build financial capacity
- £140m loan finance

A key role for local authorities as place leaders

- Place and plan makers
- Role of elected representatives
- Service commissioners
- Collaborators
- Guardians of quality design

2. Estate Regeneration National Strategy - Resident engagement principles.

Helen Nicol – Capability and Northern DCLG

Principles of resident engagement:

1. Engagement with residents should start early and continue throughout regeneration
2. Engagement should be accessible and include all residents including tenants, leaseholders and freeholders
3. Residents should have access to opportunities to build their capability to take part in regeneration
4. Engagement needs trust to be effective. Conversations should always be honest, open and inclusive
5. Residents should be involved at all stages including feasibility, option appraisal, design, procurement and construction
6. Residents should have the chance to be involved in the future management of the estate

Resident participation:

- Provide learning opportunities for residents who might need help to engage
- Use different techniques:
 - community asset approaches
 - Interactive design workshops
 - visits to regeneration projects

Demonstrating support:

- Demonstrate majority resident support at key stages
- Identify and agree a mechanism for agreeing proposals at key stages
- Consider the wider community
- Consider the status of residents

Resident protection:

- A Resident Charter to cover rights to return, reducing disruption, on-going management and post occupancy evaluation:
- Tenant rights, protection and compensation
- Maintaining community ties
- Engagement in regeneration
- Ongoing management

Ongoing management

- Encourage resident participation in management structures, resident management boards or tenant organisations
- Hold meetings in community centres or provide facilities for community groups to meet
- Monitor the impact of regeneration through post occupancy evaluation

3. The Mayor's draft Good Practice Guide to Estate Regeneration –

Dominic Curran, Senior Housing Policy Officer, GLA

The guide develops the principles of good practice across three chapters

The aims and objectives of estate regeneration:

- Set out the aims and objectives of the estate regeneration project transparently and clearly
- Meaningful and early opportunities to shape proposals
- Consider the most appropriate combination of physical interventions, including repair and refurbishment, investment in public realm, infill and intensification, demolition and rebuild
- Demolition should only happen where it does not result in a loss of social housing, or where all other options have been exhausted
- Look to improve the appearance of estates and their relationship with the surrounding area
- Proactively monitor the impacts and outcomes of regeneration, seeking to involve residents where possible.

Consultation and engagement with residents

- Ensure that consultation is transparent, extensive, responsive and meaningful

- Set out every viable option, sharing supporting information or data as early as possible
- Consider the costs and benefits, both in financial and social terms, of all viable options against 'doing nothing'
- Consult primarily with social tenants and resident leaseholders, and consider relevant views from other affected parties
- Use a range of appropriate methods of engagement
- Enable meaningful participation by residents through investing in their capacity
- Explore 'interim offers' to residents during the process.

A fair deal for tenants and leaseholders

- Social tenants to be compensated and given high priority for rehousing; and should only have to move once where possible, and otherwise offered full rights to return to suitable homes with same or similar rents
- Market value plus appropriate home-loss payments offered to leaseholders, with resident leaseholders offered shared equity or shared ownership on the regenerated estate
- Private tenants made aware of options and rights, including signposting towards alternative housing options, and short-term tenants fully informed about the regeneration plans
- Extra support and assistance offered to vulnerable residents.

Status of the Guide

- Funding guidance – effective immediately
- Can apply some principles through current London Plan and SPG
- Exploring options for long term adoption of some principles into the new London Plan due for publication later this year

Timetable

- Published 13 December 2016 for consultation until 14 March 2017 (9 responses to date)
- Draft on GLA website
- Further engagement at stakeholder events & meetings
- The GLA is commissioning more thorough engagement activity with estate residents
- Final draft to be published in Spring 2017.
- There is a plan to embed planning principles as far as possible into the London Planning System.

Consultation toolkit will be developed together with residents.

4. Finance and delivery,

Paul Clark, Development Director, GLHearn

- Much earlier partnerships working between institutions is needed
- Mid stage technical evaluation is crucial
- Project a range of financial models with different value capture
- Deploy structures and partnerships to allow public sector owners and investors to come together
- Mitigate the cost of procurement through jvs

- Design and Process, Andy von Bradsky, Design and Delivery Adviser, DCLG

5. Estate Regeneration National Strategy - good practice and design quality.

Andy von Bradsky, DCLG Adviser Design and Delivery.

Design priorities:

- Clear objectives and vision.
- Robust masterplan and implementation plan.
- Optimised development potential and density.
- Neighbourhood identity and character.
- Mixed neighbourhoods, balance of tenures.
- Connectivity to wider area and linkages with other programmes.
- Resident involvement in masterplanning and design.

Clear objectives

- Improving quality of stock.
- Increasing housing supply.
- Addressing poor design.
- Improving community safety.
- Rebalancing tenures.
- Improving performance.
- Managing heritage assets.

Getting the design right:

- A placemaking approach
- Popular design
- Connectivity
- Safety and security
- Healthy
- Transformed character
- Internal environment
- Environmentally sustainable
- Management

Learning from other projects. Ongoing work:

- Regional networks, CABE experts
- Research on 4 pilots
- True costs of sustaining places
- Place based solutions, Workshops on themes, Case studies

SPEAKERS (in order of appearance)

Andy von Bradsky	Chairman / Design and Delivery Adviser	The Housing Forum / DCLG
Anton Draper	Head, Estate Regeneration	DCLG
Helen Nicol	Householders Protection, Northern Engagement	DCLG
Dominic Curran	Senior Housing Policy Officer	GLA
Paul Clark	Development Director	GL Hearn
Shelagh Grant	Chief Executive	The Housing Forum

DELEGATES

Jerry Gilbert	Partner	Ark Consultancy
Clive Skidmore	Head of Housing Development	Birmingham
Mikel Berrebi	Regional Director	Bouygues
Alan Wright	Partner - Architecture	bptw partnership
James Chell	Group Land Director	Bugler Developments Limited
Alex Burton	Partner	calfordseaden
Paul Quinn	Director of Merton Regeneration Latimer	Circle/CLARION
Daren Nathan	Development Director	Durkan
Clare Crawford	Business Development Director	Galliford Try
Nathan Gravesande	Regeneration Director	The Guinness Partnership
Nigel Ostime	Project Delivery Director	Hawkins Brown
Saba Choudhury	New Business Project Director	The Hyde Group
Kym Shaen-Carter	Development Manager	Igloo
Neil Baxter	New Business Director	Keepmoat
Gemma Gallagher	Business Development	Kind & Company
Simon Lea	Associate Director	Levitt Bernstein
Faisal Butt	Commissioning Lead - Housing	London Borough of Barnet
Alison Pegg	Housing Strategy Manager	London Borough of Harrow
Lisa Taylor	Customer Engagement Manager	London Borough of Hillingdon
Sue Foster	Strategic Director: Neighbourhoods and Growth	London Borough of Lambeth
Jeff Endean	Housing Strategy Manager	London Borough of Lewisham
Dale Walker	Head of Housing Development and	London Borough of Waltham

	Regeneration	Forest
Despina Loizou	Senior Regeneration Manager	Network Homes
Graham Sibley	Manager registrations & partnerships	NHBC
Eleanor Purser	Director of Regeneration	Notting Hill Housing Group
Andrew Beharrell	Senior Partner	Pollard Thomas Edwards
Sandra Jordan	Senior PA/Events manager	PRP
Laura Johnson	Director of Housing for Kensington and Chelsea	Royal Borough of Kensington and Chelsea
Emma Brown	Regional Development Manager	Southern Housing Group
Jonathan Fitch	New Initiatives Manager	Southern Housing Group
Noel O'Donnell	Sales Director	Surestop (a Polypipe Company)
Andy Gatrell	Regeneration and New Business Director	Swan Nu Living
Peter Richmond	Chief Executive	The Pioneer Group
Steve Skuse	New Business Director	Willmott Partnership Homes

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