

# Public Document Pack

## Tenant & Leaseholder Panel

To: Yaw Boateng (Chair)  
Leslie Parry (Vice-Chair)  
Jill Arboine, Ishia Beckford, Monica Binns, James Fraser, Theresa French,  
James Gitau, Ian Leonard, Pamela Leonce, Dave Mundy, Grace Osoata,  
David Palmer, Guy Pile-Grey, Debra Pring, Marilyn Smithies, Sharon  
Swaby, Jamil Tarik and Kim Wakely  
Councillors Adele Benson, Lara Fish, Alisa Flemming, Brigitte Graham,  
Lynne Hale and Chrisni Reshekaron

A meeting of the **Tenant & Leaseholder Panel** will be held on **Tuesday, 6 February 2024** at **6.30 pm** in **Room 1.01 (1st floor), Bernard Weatherill House, 8 Mint Walk, Croydon CR0 1EA.**

Katherine Kerswell  
Chief Executive  
London Borough of Croydon  
Bernard Weatherill House  
8 Mint Walk, Croydon CR0 1EA

Tariq Aniemeka-Bailey  
tariq.aniemeka-bailey@croydon.gov.uk  
www.croydon.gov.uk/meetings  
Monday, 29 January 2024

Please note that this meeting is being held remotely. You can view the webcast both live and after the meeting has completed at <http://webcasting.croydon.gov.uk>

The agenda papers for all Council meetings are available on the Council website [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

If you require any assistance, please contact Tariq Aniemeka-Bailey as detailed above.

## **AGENDA**

- 1. Welcome and Introductions**
- 2. Apologies for absence**

To receive any apologies for absence from any members of the Committee
- 3. Disclosure of Interest**

Members will be asked to confirm that their Disclosure of Interest Forms are accurate and up-to-date. Any other disclosures that Members may wish to make during the meeting should be made orally. Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose relevant disclosable pecuniary interests at the meeting
- 4. Minutes of Previous Meeting (Pages 5 - 16)**

To approve the minutes of the meeting held on 10 October 2023 and 9 January 2024 as accurate records.
- 5. Asset Management Strategy**

Presented by Sue Hanlon, Director of Assets and Kevin Hartshorn, Interim Head of Asset Planning & Capital Delivery.
- 6. Repairs**

Presented by Sue Hanlon, Director of Assets.
- 7. Introduction Director of Streets & Environment (Pages 17 - 34)**

Presented by Karen Agbabiaka, Director of Streets & Environment.
- 8. Update on Transformation**

Presented by Lara Ashley, Housing Transformation Lead.
- 9. Housing Regeneration Strategy (Pages 35 - 38)**

Presented by David Baptiste, Housing Regeneration Lead.
- 10. Report from Resident Representatives**

To receive verbal updates from Resident Representatives.
- 11. Any Other Business**

To discuss any other business at the discretion of the Chair.

**12. Date of next meeting**

Tuesday 27 February 2024 at 6:30pm in Room 1.01, Bernard Weatherill House.

This page is intentionally left blank

## Tenant & Leaseholder Panel

Meeting of held on Tuesday, 10 October 2023 at 6.30 pm in Room 1.01 and 1.02 - Bernard Weatherill House, Mint Walk, Croydon CR0 1EA

### MINUTES

**Present:** Yaw Boateng (Chair);  
Leslie Parry (Vice-Chair);

Councillors Adele Benson (online), Clive Fraser, Alisa Flemming (online),  
Brigitte Graham (online), Lara Fish (online).

**Also Present:** Jill Arboine, James Fraser, James Gitau, Dave Mundy, Grace Osoata (online),  
David Palmer, Marilyn Smithies, Jamil Tarik, Kim Wakely, Theresa French.

**Apologies:** Susmita Sen

### PART A

58/23 **Welcome and Introductions**

59/23 **Disclosure of Interest**

- Councillor Adele Benson asked for clarification of her position on the panel as she was a tenant within the borough and a Councillor. Leslie Parry clarified that the Councillor was present in the capacity of a Councillor and therefore had no speaking rights as a tenant member.
- There were no other disclosures at this meeting.

60/23 **Minutes of Previous Meeting**

The minutes of the meeting held on Tuesday 18 July 2023 were agreed as an accurate record.

61/23 **Damp & Mould Update**

Jerry Austin presented the damp and mould update. In response to questions the Officer explained:

- Mould and Damp specialists visited properties within 6 days of a reported mould issue to treat the mould at first instance.

- Subsequent visits were arranged at the 3-month and 6-month mark to investigate reoccurrence; and should the mould reappear further investigation was undertaken.
- Where further investigation was required, the resident was kept informed by the specialist team.
- The objectives of the damp and mould team included isolating structural issues; checking condensation around properties; and ensuring that properties were sufficiently ventilated to prevent reoccurrence of mould.
- The mould treatment was expected to kill spores however other contributing issues were also addressed such as moisture levels to ensure that mould did not return at the same level. Where the mould had returned, additional analysis was completed rather than reapplying treatment.
- Guidance to residents was provided on how to minimise reoccurrence of damp and mould to during visits.
- The officer commented that the feedback from the Panel on establishing a 9-month or change of weather review of properties would be taken forward as an additional measure to ensure that spore levels were reduced to an acceptable level.

## 62/23 **Customer Repairs Call Centre**

Michael Nlewedim presented the customer repairs call centre update. In response to questions the Officer explained:

- Blue flags were incorporated within the new repair's platform. The flags were visible to all customer care advisors and contractors so that vulnerabilities in properties were noted on the job details.
- A complimentary text message should accompany each repair request to allow residents to track contractor progress on the day of repair. Some issues with the receipt of text alerts had been recorded and flagged with the digital team.
- Call waiting times were influenced by fluctuations in weekly call volumes.
- The department were conducting research to understand call patterns and identify pinch points so that resourcing could be increased to support availability and service levels.
- The call statistics were also impacted by under resourcing such as absences and holidays.
- Residents could email repair issues via "My Account" for the contact centre to raise repair jobs.
- The customer care team worked closely with the repairs team to allow information sharing on data and properties. This has improved the quality of information provided at the first point of contact with residents and reduced misdiagnoses of landlord and leaseholder responsibilities.

- Weekly knowledge sharing sessions were planned with the repairs and customer support teams to improve the knowledge, information, and data provided at the first point of contact.
- There were 23 members of contact centre staff; of which six were permanently employed and the remaining were temporary workers, mostly employed from an agency.
- All staffing costs were taken from the Housing Revenue Account however there were no agency costs i.e., a recruitment fee, for using the agency. The workers were paid hourly, and the agency took a portion from the hourly rate paid.
- Following the assessment of resources, priorities, and expectations, a better understanding of service demands had been established to inform recruitment decisions on what was required to create a core of permanent staff.
- Contractors could raise safeguarding issues with the Contact Centre.
- The digital team had been tasked with amending the appointment request form to increase the appointment waiting time from 48 hours to 72 hours (3 working days).

#### 63/23 **Repairs Contact Centre Update**

The Vice-Chair asked the officers to circulate the update on the repairs service via email to the panel.

#### 64/23 **Rent Increase (including Consultation)**

Orlagh Guarnori and Mary Larby gave the presentation on the rent increase. In response to questions, the officers explained:

- For the year 2024/25, there was a social rent policy in place therefore the rent increase would take effect.
- However, from April 2024 onwards, there was no social rent policy in place or any guidance as the government were yet to launch consultation on what the guidance on rent increases should be. Therefore, for the period 2025/26, no predictions could be offered on the possibility of further rent increases.

#### 65/23 **Social Value**

Gurpal gave the presentation on social value. The panel expressed support for the programmes and initiatives undertaken. The panel also agreed that the

Sheltered Accommodation Garden Clear Ups (Cedar and Beech House (New Addington)) had been successful projects.

#### 66/23 **Update on Housing Strategy**

Simon James presented the report on the housing strategy. In response to questions, the officer explained:

- A minority of up to 15% of individuals some of whom were likely to be involved in criminality and ASB were returning to the streets voluntarily whilst others were doing so because of issues such as mental health or drugs and alcohol abuse.
- The strategy would look at repurposing and modernising existing housing stock to increase the capacity of properties available to house homeless people and those in temporary accommodation.
- A Regeneration and New Homes Policy would be produced setting out the Council's plans for providing more affordable and social housing.
- There was ongoing assessment of the affordability of rents given that the term "affordable housing" raised concerns during the period of consultation.
- The panel were supportive of the report and the strategies in place.

#### 67/23 **Report from resident representatives**

Yaw Boteng delivered his report on the ARCH conference and the Stop Social Housing Stigma (SSHS) committee meeting. The Chair announced that the SSHS would be launching a few pilot projects with further details becoming available by the next Tenants and Leaseholders' Panel.

Marilynn Smithies gave an update on the Resident Voice Meeting held on Thursday 31 August 2023. The Member advised on an opportunity to support the Commissioning Tender Evaluation and confirmed their attendance to a one-hour online session on Thursday 12th October on this matter.

#### 68/23 **Any Other Business**

#### 69/23 **Date of next meeting**

Tuesday 6 February 2024 at 6:30pm in Room 1.01, Bernard Weatherill House, 8 Mint Walk, Croydon CR0 1EA.



The meeting ended at 8.50 pm

**Signed:**

.....

**Date:**

.....

This page is intentionally left blank

## Tenant & Leaseholder Panel

Meeting held on Tuesday, 9 January 2024 at 6.30 pm in Room 1.01 and 1.02 - Bernard Weatherill House, Mint Walk, Croydon CR0 1EA

### MINUTES

**Present:** Yaw Boateng (Chair);  
Leslie Parry (Vice-Chair);  
Councillors Adele Benson (online), Lara Fish, Alisa Flemming (online),  
Brigitte Graham (online), Lynne Hale and Chrisdni Reshekaron

**Also**

**Present:** James Watt (Resident Involvement Officer), Orlagh Guarnori (Acting Head of Finance), Susmita Sen (Corporate Director of Housing), Mary Larby (Interim Director of Tenancy Services), Sue Hanlon (Interim Director of Assets), Jerry Austin (Interim Head of Repairs and Maintenance), Tariq Aniemeka-Bailey (Democratic Services Officer), Debra Pring, Theresa French, Ian Leonard, Jill Arboine, Ishia Beckford, Monica Binns, Tamar Coleman, James Gitau, Nicola Glover, Grace Osoata, David Palmer, Guy Pile-Grey, Marilyn Smithies, Sharon Swaby, Jamil Tarik and Kim Wakely; Kelly Gater and Yvonne Davy.

**Apologies:** Theresa French, Dave Mundy and James Fraser

### PART A

1/24 **Welcome and Introductions**

The Panel Members, Councillors and officers in attendance introduced themselves.

2/24 **Disclosure of Interest**

There were no disclosures at this meeting.

3/24 **Minutes of Previous Meeting**

The Panel resolved to defer the decision on whether to approve the minutes of the meeting held on Tuesday, 10 October 2023 as an accurate record to the next Tenant and Leaseholder Panel meeting on the 6 February 2024.

*Councillor Reshekaron entered the meeting at 6.39pm.*

## Rent Consultation

The Chair introduced the item and invited the Corporate Director of Housing to address the Panel. The Corporate Director of Housing explained that purpose of the meeting was for officers to explain the implications of the rent increase, the pressures that the housing revenue account was under and the work that was underway to address the housing needs within the borough.

The Corporate Director of Housing informed the Panel that the Council's housing department was on a transformation journey following the notice served by the regulator for social housing for breaching the consumer regulation standards. The Corporate Director of Housing explained that the focus over the past 18 months had been to turn these services around, and key part of this strategy was investment into the Council's housing stock.

The Finance Manager conducted a presentation to the Panel, which can be found via the following link: <https://civico.net/croydon/meetings>

In response to questions from Panel members, officers informed the Panel that:

- The caretaking duties which were referred to in the presentation included litter pickers from Veolia.
- The service charges increase of 7.7% only applied to social housing tenants and not leaseholders or freeholders whose charges were handled separately.
- Officers would have to scale back on some of the services provided to tenants if they did not recommend a 7.7% rent increase.
- Cabinet would decide whether to increase the rent, but officers had presented the proposal to the Tenant and Leaseholder Panel first as they wanted to understand their priorities.
- The rent increase would help to ensure that the Housing Revenue Account (HRA) reserves were adequately built up.
- Officers agreed to give the Tenant and Leaseholder Panel a breakdown on the HRA in future.
- The HRA had around £15 million in reserve, this was a result of the open book exercise which looked at the previous charges to the HRA from the general fund where officers retrospectively took back money from the general fund.
- Leaseholders and freeholders paid the actual cost of the services they received, so officers were not able to add any additional charges.
- Officers planned to review their service arrangements for the current year, and they were aware that there were tenants who did not claim benefits that they were entitled to.
- Officers had advertised the fact that they had a hardship fund, and the aim was to use the fund more intelligently by using data to target residents in need.
- Currently there were 15 additional repairs raised and 2000 additional calls received per month on average.

- Generally, when a contract was demobilised and a new contract is then mobilised, there was a period of time where tenants tended to hold back on reporting and repairs as they knew that the old contract had come to an end. Officers believed the increase in the number of calls and repairs was due to some residents holding back repairs for a period of time before reporting them from the 1st of August.
- Officers had factored in the increase in the number of surveys in their budget setting however they did not know what type of repairs or maintenance would be needed following the surveys. This is why it was important for officers to regularly review the HRA and levels of rent being charged to ensure that the Council could meet the investment needs of their housing stock.
- Fire risk assessments were being carried out and there was a clear timeline set out by the government which was linked to the Building Safety Act.
- Once officers had received the data from the surveys which were currently being conducted, they would use the data to inform them on decisions about which work would be prioritised.
- Officers were required to update the government on the 1 October 2024.
- Officers had targeted to complete 40% stock conditions survey of their stock by the 31 March 2024. Officers would then conduct a stock condition survey of 20% of their housing stock each year, so that over the course of five years they would have inspected every property in their stock. This data would then inform officers on which properties they would prioritise planned investment work for.
- Officers had to inform the government that they had completed a fire risk assessment for all of their buildings which were over 18 metres and any other buildings which were considered high risk (a property could be considered high risk due to who its occupier) by the 31 September.
- If there were properties which had water leaks, then officers encouraged residents to report the issues to them.
- There were around 500 legal disrepair legacy cases and the oldest case dated back to 2019.
- The additional 1,500 repairs raised that had been mentioned in the presentation included repairs that had been raised online.
- The three core areas in which the increased amount of repair cases related to were voids, damp and mould and day to day repairs.
- The contractors conducting the repairs were using sub-contractors to achieve the key performance indicators (KPI's) and standards set out in the contract. Due to the additional demand of 1500 repairs per month, the contractors had decided to bring in additional resources to help them to meet the demand.
- The emergency damp and mould cases would be prioritised ahead of the less critical cases.

- The 7.7% increase was required in order for the Council to be able to increase their resources to meet the demand of their damp and mould cases.
- The extra resource would ensure that there was a sufficient number of trained staff members who could help the Council to work through its backlog and new cases.
- The damp and mould team would be a permanent fixture due to the volume of cases that had arisen, this had been factored into the structure of the housing department.
- Officers would check whether the contact centre advisor was following the agreed process to avoid duplication, advisors should be looking at repair history first to determine whether a repair had already been raised previously before raising a new repair.
- The contact centre had a telephony system where the managers could listen into calls to monitor whether advisors were following the agreed processes.
- The contract agreement that the Council had with its contractors enabled the Council to recall a contractor to a job in which repairs that had already been carried out had become faulty again within a year, this would be done at no extra cost to the Council.
- In damp and mould cases, officers would be monitoring how the initial visits were managed, the request for jobs and ensuring that the check was conducted within 12 weeks.
- The Council would respond to the government's consultation as part of the London Councils Group and on behalf of Croydon, the Council would need to provide a response to the government within six weeks.
- The Council would need to conduct stock conditions surveys in order to improve the accuracy of their data regarding the condition of their housing stock.
- Part of the response to the Councils legal disrepair cases required tenants to be re housed, this had been included in the overspend that the housing department sought to manage.
- The draft budget that had been proposed for the next municipal year saw a 33% increase in the repairs budget. This increase would be dependent on the 7.7% increase in rent being agreed.
- This would allow the Council to avoid paying a compensation for legal disrepair cases as they would manage repairs before properties became disrepair cases.
- Emergency repairs were measured separately to routine repairs.
- New contact centre advisors would need to be adequately trained so that they understood the differences between the nine categories, how to diagnose repairs and to ensure that they knew the right trade was requested to attend.
- The target time for emergency repairs was within 24 hours.
- Emergency repairs could include a leak in a property or if the only toilet within a property was unable to flush.
- A routine repair could involve fixing a kitchen tap.

- The Council had appointed a new Head of Caretaking, they were currently working their notice period in their current role.
- The Council had appointed a new communications officer who had been tasked with improving the housing departments social media profile.
- If the recommendation for a rent increase was completely rejected, then the rent would stay at the same price it was at in the year 2023-24.
- Social housing tenants service charges were pooled, and money was allocated from this pool to provide services to social housing tenants.
- The Mayor and cabinet would decide on whether to agree the officers recommendations on the rent increase at the Cabinet meeting on the 14 February.

5/24 **Date of next meeting**

It was confirmed that the next meeting would be held on 6 February 2024 at 6:30pm in the Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX.

The meeting ended at 8.42 pm

**Signed:**

**Date:**

.....

.....

This page is intentionally left blank



# Waste and Street Cleansing Update

Tenants and Lease Holder Panel  
6 Feb 2024

# CONTENT

- ✓ Service performance – Waste
- ✓ Service performance – Street Cleansing
- ✓ Areas of improvement – Contamination
- ✓ Future Service design - 2025

# Service performance – Waste

# Waste Collection - Areas of Accountability

Housing Services

Waste collection service

Things to consider:

## 1 What is the current cleansing schedule and what changes are required for the following?

- Cleaning bin aperture and lids (include chute hoppers).
- Cleaning signage.
- Sweeping around the bins.
- Cleaning the bin rooms/chute rooms.
- Cleaning the bins - food bins will require more regular cleansing.
- Clearing bulky waste.

## 2 Who owns the bins and is responsible for ensuring that:

- Lids and apertures present and in usable condition (undamaged and in working order).
- Bin lid locks are in working condition.
- Stickers are readable and in good condition.
- Wheels and wheel locks are in working order.
- Bins are without major dents and scratches.
- Bins are cleaned on a regular schedule.

## 3 Collection contractor responsibilities:

- Bin areas left tidy after collection.
- Bins returned to correct location after collection. Ensure recycling, rubbish and food waste bins are placed under the relevant signage.
- Bin lids locked after collection.
- Wheels locked.

# Waste Collection Performance (DEC 2024)

## This Month at a Glance: Collections

63

Refuse Missed per 100k

59

Recycling Missed per 100k

43

Paper Missed per 100k

28

Food Missed per 100,000

99.82%

Garden Waste Strike Rate

94.81%

Missed Kerbside Collections  
within SLA

100.00%

Missed Bulky Collections  
within SLA

2,410

Total Bulky Items collected

3783

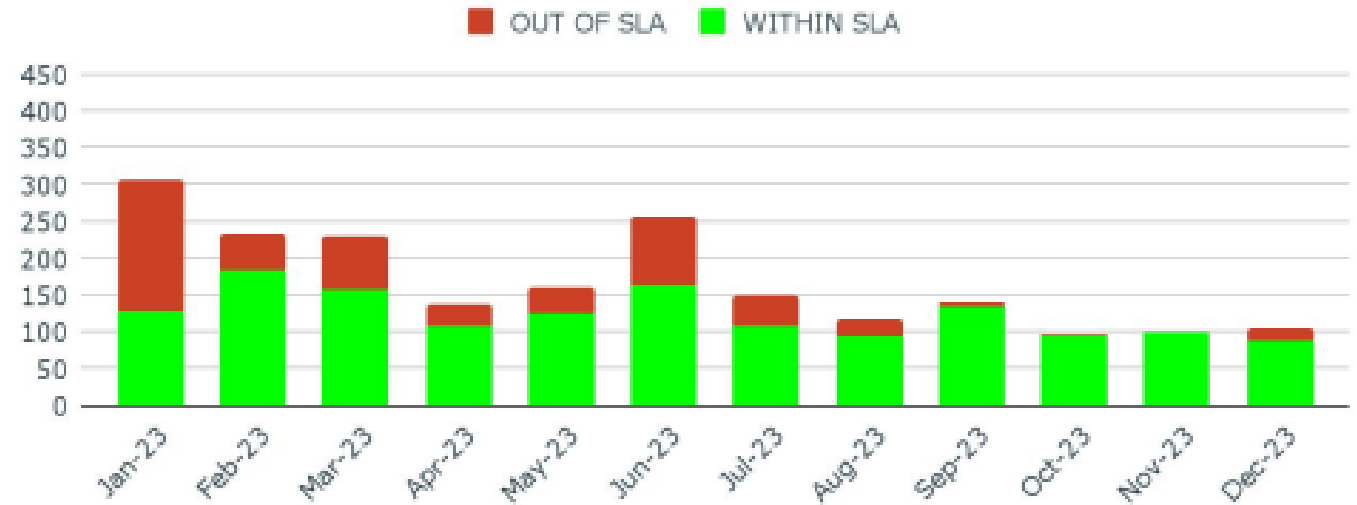
Total Container Deliveries  
Completed

10801

Total Tonnage Collected

# Waste Collection Communal Refuse Collections (DEC 2023)

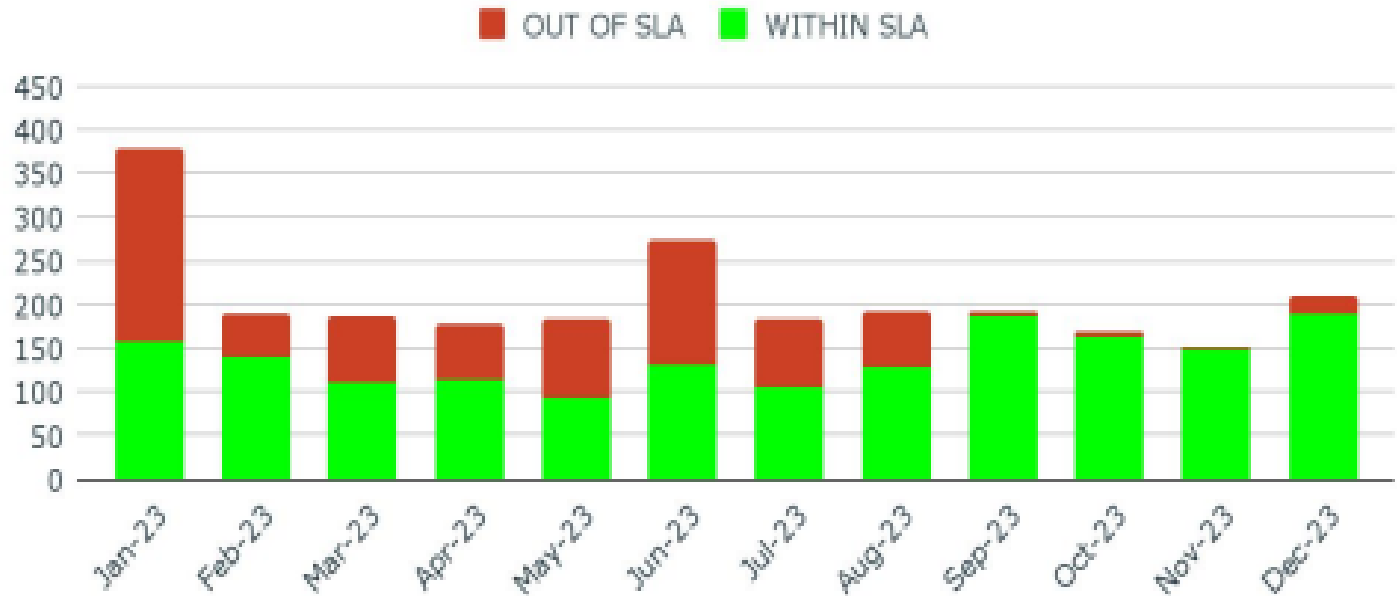
## SPI 4: Rectification of Missed Refuse Communal Collections



SPI 4	Missed Communal Refuse Rectification											
MONTH	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
TOTAL	308	234	230	138	159	255	149	117	139	98	100	104
WITHIN SLA	128	183	156	107	125	163	108	92	135	93	98	88
OUT OF SLA	178	51	74	29	34	92	41	25	4	3	2	16

## Waste Collection Communal Recycling Collections (DEC 2023)

### SPI 3: Rectification of Missed Communal Recycling Collections



SPI 3	Missed Communal Recycling Rectification											
MONTH	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
TOTAL	377	189	187	178	183	273	184	193	191	169	152	210
WITHIN SLA	158	140	111	115	93	132	105	128	187	162	149	188
OUT OF SLA	219	49	76	63	90	141	79	65	4	7	3	22

# Service performance – Street Cleansing



# Street Cleansing (DEC 2023)

## This month at a Glance: Streets



97.14%

Of Flytips resolved within 24 hours



100.00%

Of Town Centre Street Below Grades within SLA



96.53%

Of Residential Street Below Grades within SLA



100.00%

Of Empty Litter Bin Events within SLA



100.00%

Of Drug Paraphernalia events within SLA

## Street Cleansing (DEC 2023)

95,417  
scheduled  
cleansing  
activities per  
month

99% of all  
scheduled task  
completed

179 reports of  
street below  
grade (72%  
reduction in the  
level of streets  
below grade)

3,334 Reported  
Fly tips  
(increase of 35%  
compared with  
Jan 2023)

# Street Cleansing

SPI 16: Rectification of Non Town Centre Street Below Grades within 24 hours



MONTH	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Total	648	711	475	364	312	342	310	314	413	344	375	179
In SLA	647	702	470	356	301	338	307	312	403	335	362	171
Out Of SLA	1	9	5	8	11	4	3	2	10	9	13	8

# Street Cleansing – Fly Tipping

SPI 9: Rectification of Flytips within 24 hours



MONTH	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Total	2,467	2,377	2,001	2,550	2,931	3,272	3,327	3,370	3,565	3,394	3,326	3,344
In SLA	2,434	2,339	1,954	2,515	2,914	3,222	3,251	3,321	3,499	3,281	3,231	3,181
Out Of SLA	33	38	47	35	17	50	76	49	66	113	95	153

# Areas of improvement – Contamination

# Areas of Challenge – Recycling Contamination



# Areas of Challenge – Recycling Contamination



# Future Service design - 2025



# New Service provider 2025



Nov. 2022

Cabinet Agreed not to extend the current waste collection and street Cleansing Service



May 2023

Cabinet agreed Procurement strategy for new service.



July 2023

Procurement commenced



Jan – May 2024

Dialogue with Bidders



Apr 2025

Contract Commencement

# Questions



## **Housing Regeneration and New Homes Scope of Work**

The Regeneration Strategy will provide the framework and process for the effective, viable delivery of regeneration and site development programmes to meet the Council's Housing Regeneration and New Homes objectives.

The Strategy will reference the relevant themes and strategic objectives within the Mayors Business Plan 2022-2030 and will focus on housing led regeneration and development covering Council owned HRA estates, sites within the General Fund deemed surplus to service and corporate requirements, strategic sites, and other potential opportunities to facilitate housing growth.

The work will be delivered in four phases, and the deliverables for these phases are:

- 1) Housing Regeneration and New Homes Strategy Framework and Process
- 2) Housing Regeneration and New Homes Strategy Action Plan and Implementation Strategy
- 3) Internal Client sign input sign off and consultation.
- 4) Report handover to Officers

The Scope of Work will include the following the workstreams under Development Services:

- 1) Identify site options for the delivery of an Extra Care Scheme for Older Adults including reviewing existing proposals and coordinating scheme feasibility work.
- 2) Identify sites for the delivery of a scheme for Care Experienced Young People including reviewing existing proposals and coordinating scheme feasibility work.
- 3) Reviewing the Councils development appraisal tool, recommending options and providing training on the use of the tool once procured. Draft an overarching strategy that sets out the approach to housing regeneration within the context of the Mayors Business Plan 2022-2030, the Local Plan, the London Plan and the GLA's Estate Regeneration guidance.

The strategy will set out the key principles incorporating best practice and value for money principles in how regeneration projects are conceived, initiated, and procured into delivery.

The strategy will focus on a cross departmental approach linking in the key themes of attracting and retaining inward investment in the local economy, capacity building around local skills, employment, training and community consultation and engagement, infrastructure growth and sustainability.

The strategy will focus on how the Council can best sweat its assets to lever in private and public sector investment and to facilitate regeneration and housing growth.

In relation to the Housing Regeneration, when looking at options for delivery, the strategy will consider the Asset Management ,Building and Fire Safety implications and impacts on the business case ,investment decision and preferred regeneration approach

An action plan and deliverables for this will be agreed at the inception meeting as the activities will be informed by the information the client holds and the stage and status of the various projects. Draft Actions and timescales below.

The strategy will set out the skill sets, resources, technical, legal, regulatory, and professional requirements for regeneration as well as articulating the key critical success factors for delivery.

The document will set out the governance arrangements, procurement strategy, project oversight, financial viability and risk management measures required to protect the commercial and financial position of the Council. The fiduciary duty of the Council to safeguard and maximise the use of public funds is paramount and will be reflected in the strategy.

This document will be an appendix to the Regeneration and Housing Development Strategy and will set out the key actions required to establish a regeneration programme and to kick start regeneration activity within the Borough.

**Project Initiation and Scoping.** At the start of a regeneration project there are a range of critical factors that need to be in place as fundamentals. These include the need for the socio-economic baseline studies, stock condition surveys and the regeneration business case. There would also be some procurement activity at this stage in the process plus design and feasibility work to RIBA Stage 2 with high level cost plans.

**Project Planning.** The action plan will articulate the steps to bring the project to fruition from briefing members, governance approvals, selecting project team to resident consultation to land assembly and development partner procurement.

**Financing.** This section of the strategy will look at financial viability, programme budgets and project cashflow. It will also touch on the impact of the regeneration, financial activity on the HRA Business Plan, Medium Term Financial Strategy, and the Council's Treasury management.

**Execution and Delivery.** This part of the strategy will cover resident/stakeholder consultation including agreeing. Residents charter, land assembly, master planning to RIBA Stage 3, phasing and decanting plan, and developer procurement.

This will be another appendix to the Housing Regeneration and New Homes Strategy.

This will cover the circulation of the document to the relevant internal client teams such as Housing Management, Asset Management, Legal and Finance. Will involve briefings and presentations plus any required member/stakeholder meetings prior to adoption.

## **Timescales**

These are to be agreed with the Client and set out in the Inception Briefing note following the inaugural meeting.

Action	Indicative Start Date	Indicative Completion Date
Housing Regeneration and New Homes Framework	November 2023	May 2024
Housing Regeneration and New Homes Framework Action Plan and Implementation Strategy	April 2024	July 2024
Project Sponsor, Stakeholder and Internal Client Team review, input and sign off	June 2024	September 2024
Document handover to Officers	August 2024	October 2024
Cabinet Report Approval	November 2024	December 2024

Site identification and Options Appraisals	November 2023	April 2024
Development Appraisal Tool Review, Training	Ongoing	April 2024

This page is intentionally left blank