

LONDON BOROUGH OF CROYDON

REPORT:	CABINET	
DATE OF DECISION	20th November 2024	
REPORT TITLE:	HOUSING SUPPLY & NEW BUILD FRAMEWORK	
CORPORATE DIRECTOR / DIRECTOR:	Susmita Sen Corporate Director, Housing Dave Baptiste Strategic Regeneration Lead	
LEAD OFFICER:	Dave Baptiste Strategic Regeneration Lead Email: david.baptiste@croydon.gov.uk	
LEAD MEMBER:	Cllr Lynne Hale Deputy Mayor and Cabinet Member for Homes	
KEY DECISION 0524CAB	Yes	Meeting of Financial Criteria £1m+ for Key Decision
CONTAINS EXEMPT INFORMATION?	No	Public
WARDS AFFECTED:	All	

1. SUMMARY OF REPORT

- 1.1 This report sets out a long-term approach to evaluate and manage Croydon Council’s Housing Regeneration and New Build Scheme opportunities across its HRA Asset base.
- 1.2 The Framework acts as a tool to help guide decision-making and the preparation for the successful delivery of Housing Schemes by the Council and its partners.
- 1.3 The report aligns with the Housing Strategy, the Asset Management Strategy, and the Homelessness and Rough Sleeping Strategy. It seeks to engage residents and partners to address the complex circumstances and opportunities faced in potential New-Build and Housing Regeneration Schemes.
- 1.4 The report also takes note of the recommendations and changes brought about by The Grenfell Tower Inquiry, Phases 1 and 2.

2. RECOMMENDATIONS

For the reasons set out in this report and appendix, the Executive Mayor and Cabinet are asked to:

- 2.1** Agree the Housing Supply & New Build Framework (HSNBF) attached as Appendix A and which will be the basis for understanding and evaluating substantial investment in Croydon's Housing Estates.
- 2.2** Note, that each new scheme considered for development and investment will be subject to Council decision-making, procurement processes and resident consultation.

3. REASONS FOR RECOMMENDATIONS

- 3.1** The Council's Housing Strategy seeks to increase the number of social-rented and affordable homes in the borough, whilst also increasing the quality of housing for tenants and leaseholders. Key to this approach is the delivery of new homes by the Council, and through both the private sector and housing associations. New build opportunities and regeneration of existing estates will also be considered within the context of the Asset Management Strategy, reviewing investment in existing Council homes.
- 3.2** The Executive Mayor's Business Plan 2022-26 sets out its objectives to: Invest in council homes, to drive up standards and to develop a more responsive and effective housing service.
- 3.3** Rooted in the framework is the need to engage and involve residents to shape their neighbourhood and future homes. By being transparent about the process of evaluation and steps toward such housing investment, it is anticipated that this inclusive approach will gain the support of local communities and partners. There is a strong reoccurring theme in the Grenfell enquiry reports that recognise the need to work with the community, provide assurance, challenge where necessary and work effectively across multi-agencies.
- 3.4** The framework provides a guide to officers accessing the merits or otherwise of opportunities to build council housing on Croydon Housing Revenue Account (HRA) housing land or schemes that facilitate supported or specialist affordable housing.

4 BACKGROUND & DETAILS

Strategic Context

Executive Mayor's Business Plan 2022-2026

- 4.1** The framework is aligned with the Outcomes set out in the Executive Mayor's Business Plan. This Framework directly supports Outcome 4. By providing a pathway to better homes this Framework primarily supports Priority 3, which commits to '*driving up standards*' and creating '*a more responsive and effective*

housing service'.

It also facilitates Priority 4 by enabling the delivery of 'safe, well-designed homes' that improve and enhance the local areas while preserving local character and heritage.

- 4.2 The Housing Strategy is a key reference point that outlines the objective of increasing housing supply and affordable housing whilst driving up the quality standards of these homes.
- 4.3 The Homelessness Strategy underlines the need to address the rise in homelessness across London and Croydon. These pressures are amplified by a stagnant housing market and significant reduction in housing association development where not enough homes are being built to address demands for housing.
- 4.4 Planning Policy**

Local Planning Policy is enshrined in the Croydon Local Plan 2018 (revised 2024) Housing development is covered under the three key strategic objectives:

A Place of Opportunity - objectives 3 and 4

A Place of Belonging - objectives 5 and 7

A Place with a Sustainable Future - objectives 8 and 9

Under strategic policy SP1 (Growth in Croydon 2019-2040) ambitious targets are set out with a focus on homes, jobs and services that support sustainable growth, primarily centred around brownfield sites with existing supportive infrastructure.

The key objectives of this policy are:

To deliver a minimum of 34,145 homes by 2040, 641 of which to be delivered on small sites annually.

To deliver 14,500 new homes (50% to be affordable housing) and 10,500 jobs by 2040 in the Croydon Opportunity Area.

The proposed changes to the National Planning Policy Framework (NPPF) are being monitored and reviewed to ensure this Framework aligns with any amendments made.

- 4.5 Any major development, such as a regeneration scheme, will hinge on the context of planning policy at national, regional, and local level. The framework recognises that early engagement and understanding of the planning environment, strategies and its potential impact on neighbourhoods and financial viability are woven into discussions and considerations.
- 4.6 The Council has an important role to play by directly delivering and enabling housing to be built, which, informed by the approach set out in the framework allows a long-term view of housing investment, neighbourhoods and engagement with local communities, landlords and businesses to collectively shape and boost

thriving communities. The framework, as a procedural tool, enables this to take shape.

- 4.7 This framework aligns with the Housing Asset Management Strategy, ensuring that a joined-up approach to property, estates, development, neighbourhoods and communities can be considered. The emphasis on neighbourhoods when considering new and existing housing also references expectations set out by the Consumer Standards – Code of Practice which aims to ensure that tenants live in safe, high-quality neighbourhoods.
- 4.8 The overarching objective will be to:
- Deliver safe, warm and dry homes for local people
 - Increase the supply of new social rent and affordable homes
 - Support multiple tenures and mixed balanced communities through tenure diversity (social and affordable rent, shared ownership, shared equity)
 - Improve the quality of the local environment through the provision of public realm works and social infrastructure (e.g. schools, parks and community spaces)
 - Facilitate community resilience and social cohesion
- 4.9 In operation this will require cross directorate consultation and co-ordination. The Housing Supply team will work closely with colleagues in Asset Management, Housing Management, Allocations, Sustainable Communities, Planning Economic Development, Procurement, Finance and Legal Services, as well as liaison and consultation with resident's boards/panels and wider communities.
- 4.11 The HSNBF referred to under appendix A sets out the context and approach to considering future long-term investment and engagement with tenants and leaseholders living in Croydon Council housing properties.
- 4.12 This framework sets out the council's proposed approach to managing an evaluation of housing opportunities, and how this might progress towards a limited number of large schemes or smaller new development options over time.
- 4.13 The Grenfell Tower enquiry has had a profound impact on the way that all buildings are developed, planned, built, managed and maintained. There have been changes to building regulations, fire risk and controls and many areas of material testing, assurance and installation. Coupled with this is a significant shift in how the building industry and closely associated industries and disciplines work together with local communities. This framework, through its neighbourhood and community focussed approach takes full account of recommendations set out in the Grenfell Tower enquiry and cements this approach throughout plans and proposals for new housing.
- 4.14 Any new housing regeneration or new build scheme proposals considered using the HSNBF as a guide, will be subject to Council decision making and consultation.

5 ALTERNATIVE OPTIONS CONSIDERED

The Housing Asset Management Strategy and ongoing review of the housing stock and investment needs, forms the basis on which any wider consideration for housing newbuild will be based.

6 CONSULTATION

Consultation with residents, in accordance with the Residents Charter for the Council's first regeneration scheme, Regina Road, has been ongoing since July 2022. Subsequently further consultation through 2 focus groups of Croydon tenants and leaseholders have taken place in July 2024 and further consultation is proposed with tenants and leaseholders as the framework principles develop as a working document.

7 CONTRIBUTION TO EXECUTIVE MAYOR'S BUSINESS PLAN

7.1 The HSNBF aligns with the Outcomes in the Executive Mayor's Business Plan, and directly contributes to Outcome 4, Priority 4: 'Croydon is a cleaner, safer and healthier place, a borough we're proud to call home'. It also enables the delivery of '*safe, well-designed homes*' that improve and enhance the local area preserving local character and heritage.

7.2 The Framework supports Outcome 4, Priority 3 which commits to driving up '*housing standards*' and creating '*a more responsive an effective housing service*'

8 IMPLICATIONS

8.1 FINANCIAL IMPLICATIONS

8.1.1 The Housing Revenue Account (HRA) Budget and 30 year Business Plan agreed in February 2024 has made provision for the elements drawn out in the housing regeneration report above including substantial investment in Croydon housing and estates, acquisitions and the maximisation of grants and the use of Right to Buy (RTB) receipts.

8.1.2 The budget also provides for the regeneration scheme at Regina Road taking into consideration the grant funding secured for the project.

8.1.3 The appraisal software purchased by the Council will be used to develop all projects appraisals and cashflows. All housing regeneration opportunities, or housing regeneration schemes or developments will be monitored monthly against budgets for each of the specific projects identified through the regeneration framework.

8.1.4 The next iteration of the HRA Business Plan and Budget will reflect the further development of this framework and any budgetary implications.

Comments approved by Orlagh Guarnori, Head of Strategic Finance on behalf of the Director of Finance (Deputy S151 Officer) Date 10 June 2024.

8.2 LEGAL IMPLICATIONS

- 8.2.1 The proposed Housing Supply and New Build Framework (HSNBF) is intended to be a tool to assist bringing forward housing sites and regeneration schemes. Each scheme will need to follow relevant governance and decision making, including resident consultation, which the HSNBF aims to facilitate.
- 8.2.2 The HSNBF further seeks to support the Council's duties under Section 105 of the Housing Act 1985 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 (a) to be informed of the authority's proposals in respect of the matter, and (b) to make their views known to the authority within a specified period; and the Council shall, before making any decision on the matter, consider any representations made to it in accordance with those arrangements.

Comments approved by Kiri Bailey Head of Commercial, Housing & Litigation on behalf of the Director of Legal Services & Monitoring Officer on 8 November 2024.

8.3 EQUALITIES IMPLICATIONS

- 8.3.1 The Council has a statutory duty to comply with the provisions set out in Section 149 of the Equality Act 2010. The Council must therefore have due regard to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.3.2 An equality analysis will be integral to the evaluation and assessment of potential Housing Regeneration Schemes going forward. This will be carried out after work and consultation has progressed to identify future housing regeneration schemes.

Comments approved by Ken Orlukwu, Senior Equalities Officer, on behalf of Helen Reeves, Head of Strategy & Policy on 20/05/2024.

9 APPENDICES

APPENDIX A - Housing Supply & New Build Framework

10 BACKGROUND DOCUMENTS

Cabinet, 6th December 2023 – Housing Strategy Key Decision: 8323 EM

Cabinet, 15th July 2024 - Council Housing Asset Management Strategy 2024/29

APPENDIX A

LONDON BOROUGH OF CROYDON

HOUSING SUPPLY & NEW BUILD FRAMEWORK

1 Introduction

1.1 Purpose

The purpose of this Framework is to set out the methodology Croydon Council will use to evaluate, enable and deliver the strategic development of Housing Supply for Croydon in a transparent and coherent way. This Framework sits under the **Housing Strategy**, aligning with the **Housing Asset Management Strategy**, and the **Homelessness and Rough Sleeping Strategy**. It is designed to ensure there is a consistent, transparent, and well managed approach in place to bring forward the supply of housing across the Borough that makes efficient use of the Council's resources.

1.2 Overview

The **Framework** makes **communities** and their needs the focus of a **holistic** approach to regeneration and housing supply. It places two key themes at its centre; **Consultation** with estates, residents and communities, and **Transparent decision-making** in relation to the housing supply pipeline

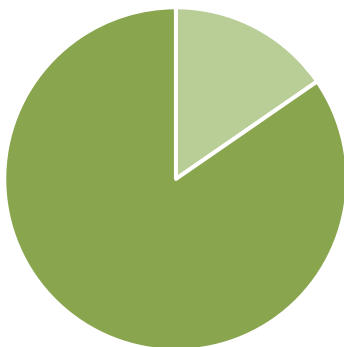
2 Why Investment?

2.1 Council Stock Portfolio

The HRA (Housing Revenue Account) has a total asset base of over 19,600 units, comprising more than 16,000 residential homes.

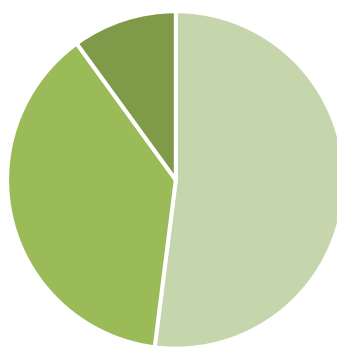
The portfolio comprises a wide range of properties from 1950/60s flats in blocks, to pre-war street-properties and sheltered housing schemes. A breakdown of properties and assets is shown below.

Tenure Breakdown



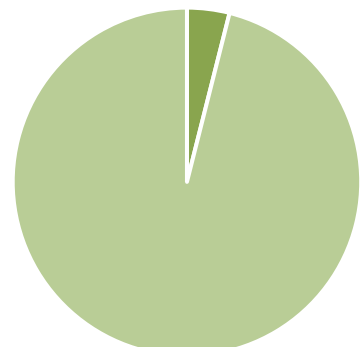
- Leasehold
- Tenanted

Type Breakdown



- Flats
- Houses & Bungalows
- Maisonettes

Blocks: Height Breakdown



- over 7 storeys
- under 7 storeys

Type:	
Flats	52%
Houses & Bungalows	38%
Maisonettes	10%

Tenure:	
Leasehold	2,545
Tenanted	14,000
Total	16,545

Blocks	
Total Block	1143
of which are over 7 storeys	45
Non-Residential Assets	
Garages & Garage Blocks	2,724
Playgrounds & Caravan Plots	348

2.2 HRA Stock Investment

The Housing Asset Management Strategy 2024-29 sets out our long-term approach to managing our housing stock effectively and safely. The assets and their quality, have a direct impact on our residents and communities. Having good quality and well-maintained homes is critical to the health, well-being, and quality of life of our residents.

Factors affecting the long-term viability and quality of Croydon Social Housing that require significant investment include:

- Council homes that do not meet the Decent Homes Standard.
- Poor Energy Rating - ONS data indicates that the average EPC of Croydon's social homes is band C.
- LPS (Large Panel System) blocks - where there are concerns about the long-term viability of this housing
- Damp & Mould - we have seen a significant increase in the number of damp and mould cases reported (c2,000 from 1/4/23-31/3/2024)
- Fire and Building Safety – Upgrade works to meeting the requirements of the Building Safety Act, ensuring our resident's homes are safe.

Investment decisions are aimed at tackling two key housing investment needs:

1. generating new housing supply
2. maintaining and improving the condition of the existing housing stock, including estate regeneration opportunities.

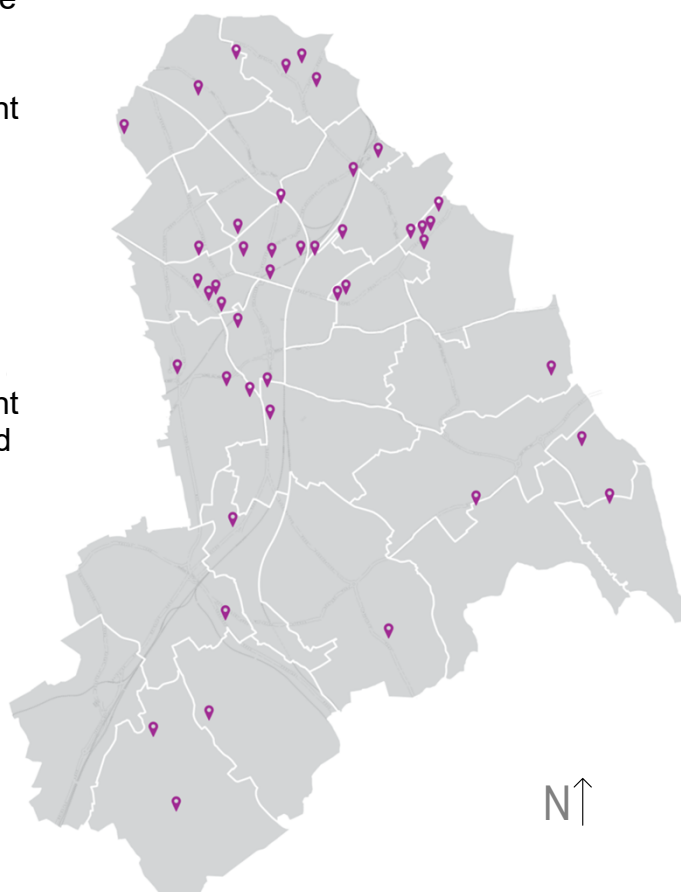


FIG 1 MAP OF BOROUGH SHOWING COUNCIL ESTATES WITH LPS BLOCKS

An **Asset Management Working Group** will be set up to review asset data and housing supply opportunities.

2.3 Demand

There are insufficient affordable homes to house those on the housing register and the supply of housing needs to increase across the Borough.

The **London Plan** sets out housing targets for the delivery of 522,870 new homes between 2019/20 and 2028/29. For Croydon, the target for this period is to deliver 20,709 homes

When combined with the recommendations in the **Strategic Housing Market Assessment 2023 (SHMA)** there is a total housing need of 30,141 dwellings in Croydon over the 2021-2040 period, an average of 1,586 homes per year.

The table below sets out the unit tenure/unit size breakdown required up to 2040

	1 B	2 B	3 B	4+ B
Market	10%	30%	40%	20%
Intermediate	25%	40%	25%	10%
Low-cost rental	15%	30%	35%	20%

FIG 2 TENURE / UNIT SIZE BREAKDOWN - SHMA 2023

In Croydon the need for affordable rented housing options exceeds that of intermediate products. The SHMA recommends the following split of affordable housing tenures:

Tenure	(%)	Products	(%)
Social/Affordable Rented (low-cost rented)	70%	Social Rent	40%
		London Affordable Rent	30%
Affordable Home Ownership (intermediate)	30%	London Living Rent	30%
		Shared Ownership	
		Rent to Buy	

FIG 3 AFFORDABLE HOUSING SUB-TENURE BREAKDOWN - SMHA 2023

Additionally, a need for more extra-care and supported housing for older and people with disabilities has been identified. It is expected that by 2040, 2,300 supported housing units, and an additional 1500 extra-care properties, will be needed in the borough. It is also recommended to increase in the number and mix of accessible and adaptable homes.

3 Resident Consultation and Community Engagement

3.1 Resident Engagement

An essential part of Housing Supply, in particular Regeneration and New Build developments, is the meaningful engagement, consultation and communication with residents, community groups and relevant partners at the early stages. To frame and organise this effectively officers will draw up the following:



The Consultation & Engagement Strategy will align with the **Housing Resident Engagement Strategy for Croydon 2024 – 2029**. The key activities within the above plans will be tailored to the housing supply option under consideration, aligning with the master programme for the project, so that resident involvement is locked into the process at all stages and levels. Partners and associations who function beyond any potential site will also be consulted at an early stage.

The Gunning principles¹ provide good practice guidance for consultation and LBC will follow these when engaging with residents. In accordance with this, Croydon Council will seek to ensure consultation is:

Extensive:

Reasonable effort will be made to connect with as wide a range of groups as possible including the primary residents along with those working and living nearby. Attention will also be given to engaging marginalised, alienated, and hard-to-reach groups.

Transparent:

Issues and options should be set out in clear and accessible non-technical language with information that have informed decisions shared early on.

Responsive:

Consultation should result in clear actions arising directly from views expressed by respondents.

Meaningful:

Views expressed as part of the process should be considered by Croydon Council, and where they do not agree, an explanation must be given for the course of action chosen.

¹ Gunning Principles for Consultation and Engagement:

<https://www.local.gov.uk/sites/default/files/documents/The%20Gunning%20Principles.pdf>

Consultation strategies and approaches will be flexible and will adapt to the needs of a particular project and its residents and partners as the project progresses.

Strategies will be tailored to ensure that vulnerable, alienated, or hard to reach groups are engaged.

Cross-directorate collaboration will take place to ensure that all residents groups are catered for and supported, for example:

- residents who do not speak English as their first language, are provided with translation services and language support
- arrangements are made for residents with disabilities, to ensure they are supported to engage fully.
- specific arrangements are made for elderly residents.

Each Housing Supply Project will have an Engagement strategy as part of the proposal, to maximise resident involvement where appropriate, drawing from a suite of tools including, but not limited to:

- surveys and door to door conversations; to directly engage a wide range of residents
- special residents' committees, forums, workshops, steering groups with resident representation and meeting of the Tenant and Leaseholder Panel, Residents Associations and neighbourhood groups; to involve residents in the detailed proposals
- drop-in days, public meetings, social media, letters, email, and newsletter updates, web-based consultation tools such as Common place and forums such as X or Facebook pages for the estate, to keep residents up to date.

For any Estate Regeneration Scheme, Croydon Council is committed to maintaining the principles set out in the Residents Charter.

3.2 Engagement with Other Partners and Consultees

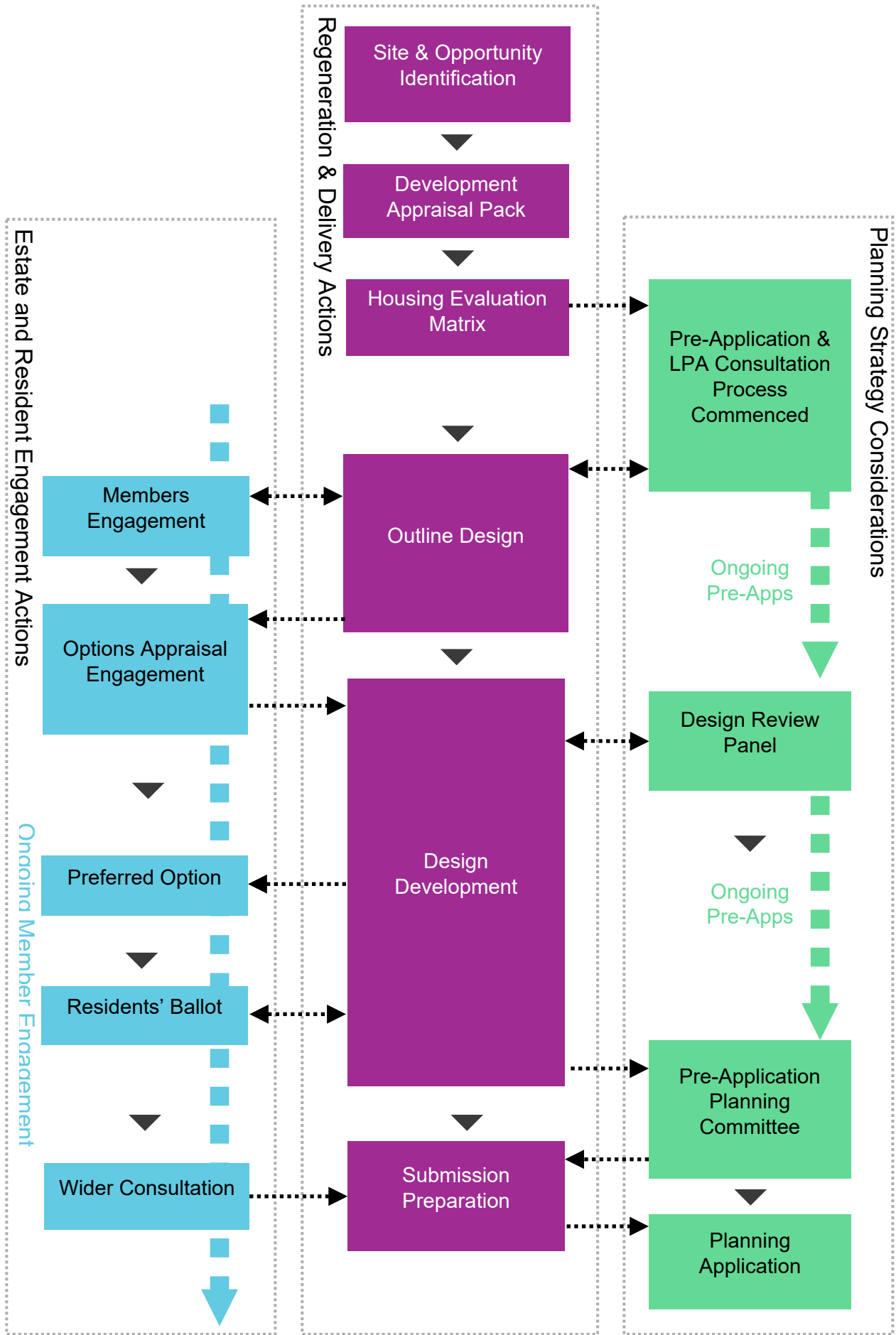
Increasing the supply of safe, warm and dry housing in an area can also enhance business opportunities and inward investment to benefit the local community. Consultation with businesses on and near the estates where development is being proposed will be a key part of any engagement plan and will include strategies to minimise disruption to local businesses during the construction period.

Croydon Council will also consult with other organisations in the area such as places of worship, schools, community halls and owners, operators and users of these amenities will be fully engaged in the consultation process.

Early engagement with organisations and bodies who function beyond the specific site will also be consulted, this includes:

- The Greater London Authority & Homes England
- Local Councillors including the Mayor, Cabinet Members and Scrutiny Committees
- Members of Parliament
- Statutory Undertakers
- Transport for London / Network Rail

The following diagram sets out the key delivery, planning and engagement actions for an Estate Regeneration Scheme, outlining the process and the communication interdependencies.



4 Housing Supply Considerations

4.1 Housing Asset Management Process

As outlined in the **Housing Asset Management Strategy** officers are assessing the need for investment in the HRA Housing assets. Once the levels of investment are established, further options can be considered. This process will require a directorate-wide approach, and to facilitate this, a **Housing Asset Management Working Group** will be set up comprising officers from the Asset Management, Housing and Regeneration teams.

This group will review asset management plans and activities in relation to stock condition surveys, stock reinvestment as well as planned and cyclical maintenance programmes and will also manage the **Housing Supply Evaluation Matrix**.

Terms of Reference and governance for this group will need to be established and there will be a direct link into the Housing Asset Management Strategy in terms of optimising the condition of HRA assets and land, identifying assets and land that are surplus to requirements or could be the subject of stock rationalisation through disposal, development, or incorporation into a wider or comprehensive regeneration project.

Underpinned by the Housing Asset Management Strategy the three key pillars for any option under consideration will be **Strategic Fit, Deliverability Factors, and Community Benefits**.

4.2 The Housing Supply Considerations

Supply Options under consideration for a site can be very complex. Prior to engagement with partners, there are a range of activities that need to be undertaken to assess and compare options.

This framework to considers 'Housing Supply' in the broadest terms, where options of light refurbishment, in-fill development, partial redevelopment, comprehensive regeneration, development acquisition and sale of assets to fund supply elsewhere are considered.

To enable consideration of options in a holistic manner by appraising the potential opportunities, constraints and risks, the following studies will be undertaken.

Asset Condition Information

As condition surveys and compliance data for existing stock as information is compiled.

Technical Due Diligence

This includes the baseline information for the scheme including of measured surveys, geo technical studies, utilities and topographical surveys.

Legal Due Diligence

This confirms the land ownership including Reports on Title, Land Referencing, and due diligence around prescriptive rights, easements, wayleaves, rights of way.

Estate Capacity Reviews, Massing and Feasibility Studies

Estate capacity studies will be undertaken to determine where the opportunities for densification and site intensification lie to optimise the use of HRA assets.

Planning Policy and Pre-App Due Diligence

The planning authority will be engaged at an early stage to ensure any housing regeneration proposals align with policy and meet planning requirements such as height, massing, density, open space, public realm, connectivity and permeability.

Assessment of Infrastructure Requirements Including Access, Utilities, Transport

Early engagement of infrastructure stakeholders such as highway and transport links, utilities requirements (power, gas and water networks etc).

Assessment of Social Infrastructure Requirements

This includes surveys of social and community infrastructure such as schools, community centres, clinics and health centres, nursery provision. It also takes into account the socio-economic information and the deprivation indexes for each estate.

Neighbourly Matters, Partner, and Stakeholder Issues

Identification of any potential issues impacting the adjoining sites, neighbourhoods, and communities to ensure at high-level, the impacts and implications of regeneration activities are understood, and mitigations put in place.

Feasibility Assessment, Financial Appraisal, and Viability Gap

The viability of supply proposals is critical and need to be considered and understood prior to engaging with all partners so that only options that can be implemented are considered. High level assumptions therefore can be made around costs, revenue, grants, and subsidies to determine whether a project is deliverable and to understand the viability gap and as part of this process. Key metrics like NPV (Net Present Value) will be used to assess the success of an option. Potential barriers such as market failure, demolition costs, contamination, infrastructure requirements, location, site specific constraints and market factors, may also be taken into account.

Land Matters and Site Assembly

Any potential adjoining sites in the Council or third-party ownership may be considered to unlock further value through strategic acquisitions to produce a more comprehensive scheme. Partner sites and One Public Estate will also be engaged and considered. This could benefit the council by unlocking a more comprehensive opportunity.

The considerations broadly fall into four categories:

	Assets & Legal		Financial & Commercial
	Design & Delivery		Engagement & Consultation

For each option under consideration a comprehensive pack of information will be compiled, called the '**Option Appraisal Pack**'. The template for the Option Appraisal Pack has been set out for the most complex option and can be reduced, as appropriate, for the option under consideration.

4.3 Housing Supply Evaluation Matrix

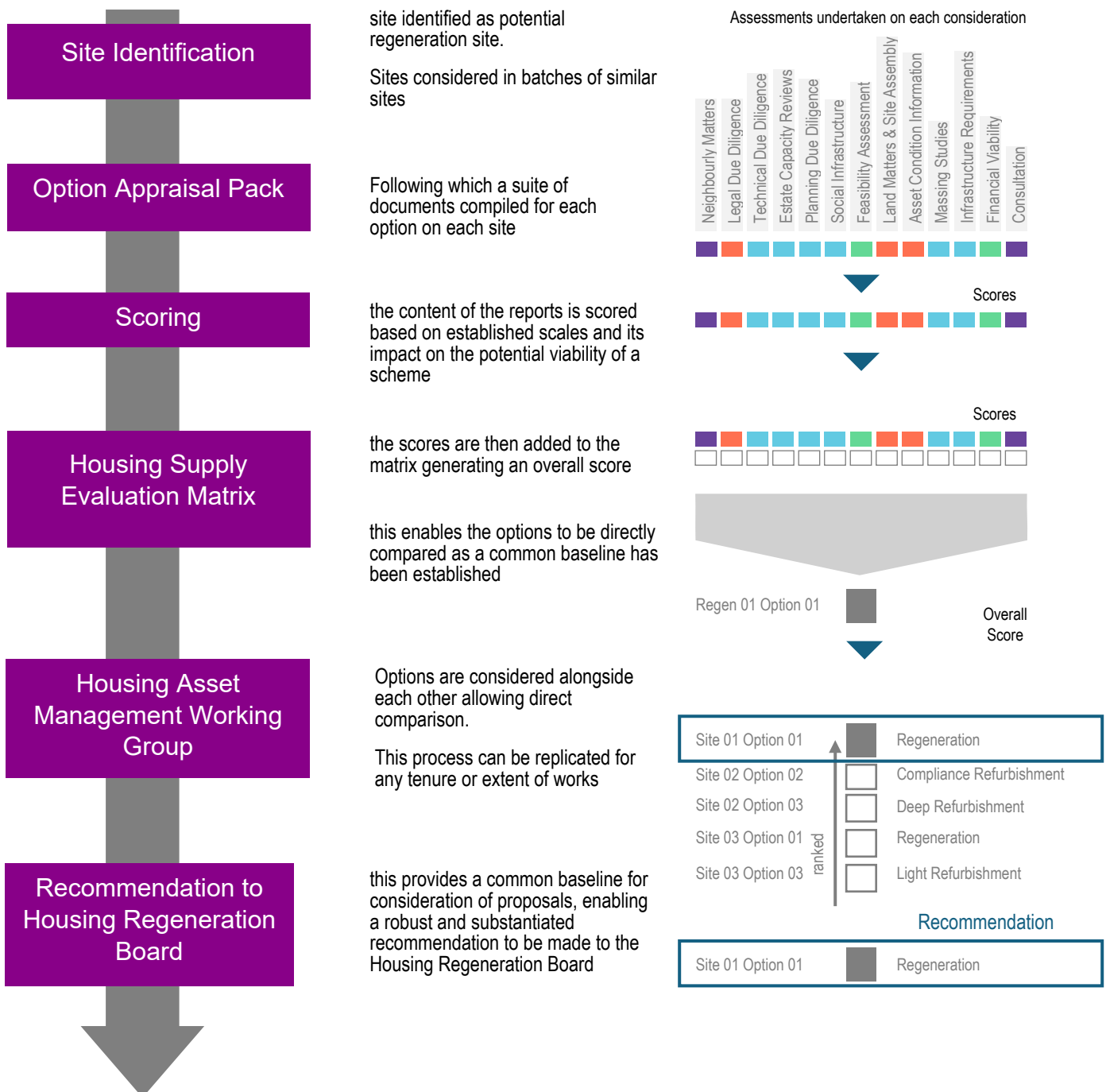
Housing supply opportunities need to be considered carefully, to ensure a transparent process this Framework embeds a **Housing Supply Evaluation Matrix** into the process.

This aids the Council in making decisions by allowing direct comparison between different options on different sites, while also enabling comparison of different options for a particular site, using a common baseline.

The Options Appraisal Pack is reviewed, and each criterion is scored, the parameters of the scoring having been established based on the range of values under consideration. Each Option will then be evaluated through the matrix using the scored criteria.

The result of this process will be a pipeline of comprehensive Housing Supply Options, that have been considered and assessed and meet the Council’s objectives.

The Process is outlined below:



4.4 Governance

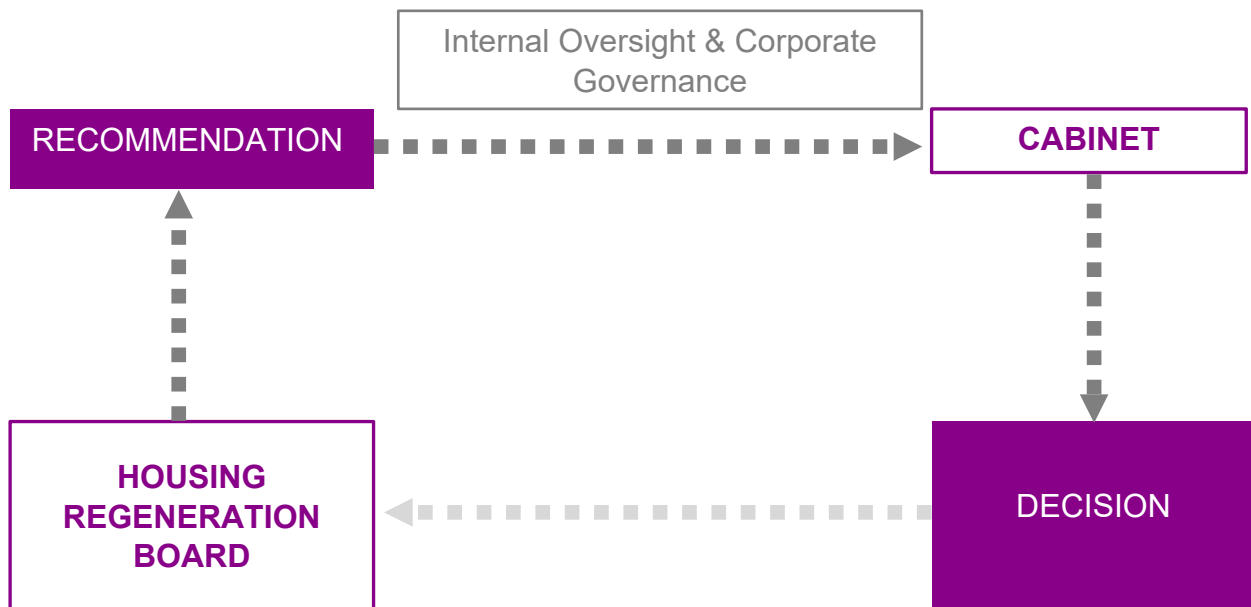
The diagram below sets out the Housing Supply and New Build Framework in its strategic context.



Governance is an essential part of the Housing Supply process, ensuring that the project:

- complies with the Council's statutory obligations around local democracy and decision making and use of public monies.
- meets statutory obligations as a local authority
- work within standing orders and approved schemes of delegation

Supporting corporate governance, it is expected that LBC will have a project and programme board for the development which will report into other corporate boards for information and oversight on both a cyclical basis and at key approval stages.

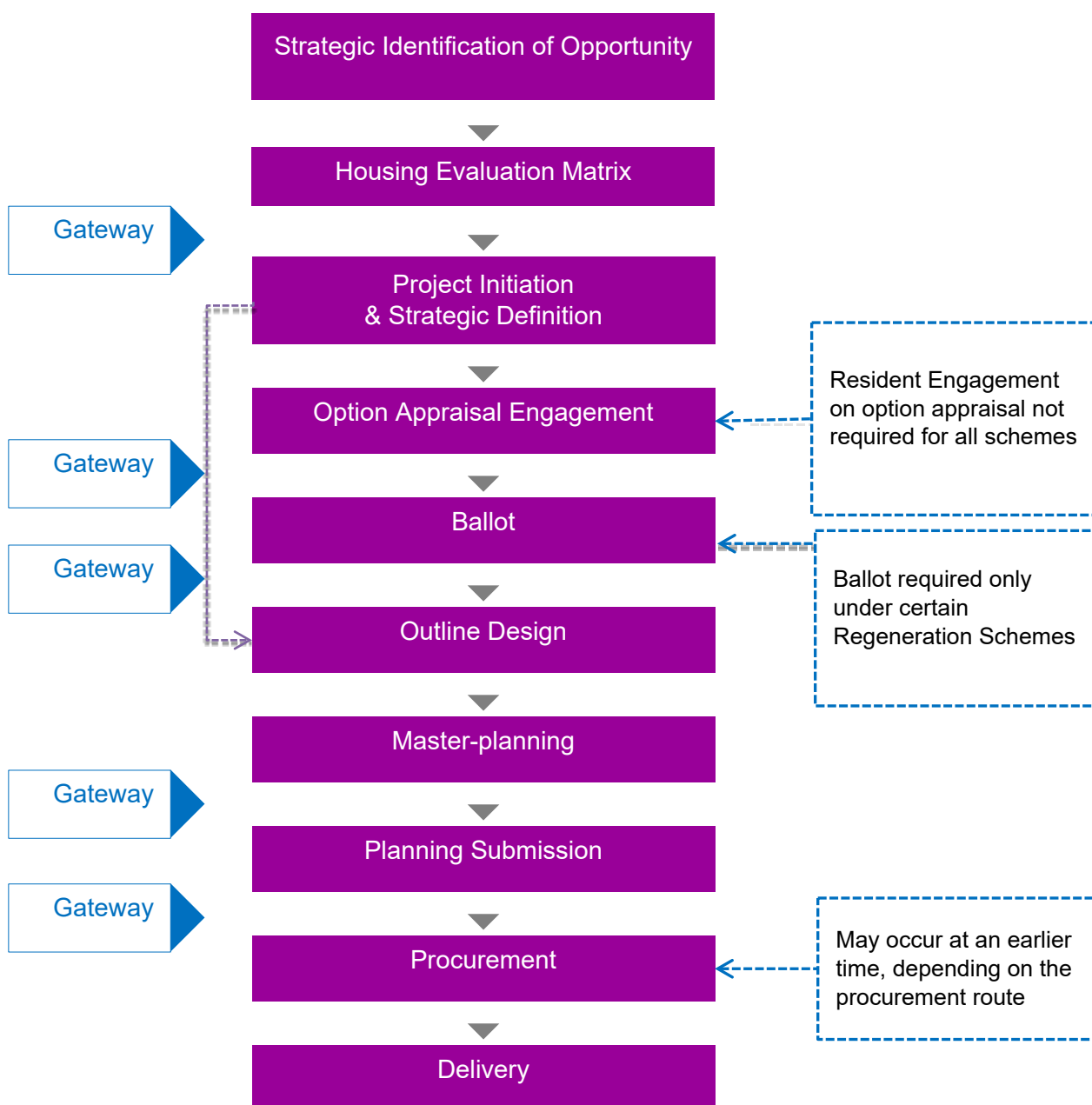


4.5 Gateway Process

Project Gateways are key points in the governance of the development process, where the project is presented by the Project Officers to the Housing Regeneration Board for approval to proceed. They stand separately to regular meetings and take place at key points in the programme, prior to a critical decision.

If a scheme passes through the Gateway, the Housing Regeneration Board can then make a recommendation, that will follow the governance process outlined above.

Each Housing Supply Option will have different key gateways, depending on its process. The Gateways at key stages for an Example Estate Regeneration Scheme is outlined below:



The Gateway is intended to take a holistic approach to reviewing:

- Viability
- Programme
- Engagement
- Design
- Financial/Cost
- Procurement
- Property & Legal
- Risk

The aim is to give each element of the Project due consideration, enabling confidence the decision-making process.

The Gateways and key approval points are set out in the Implementation Plan.

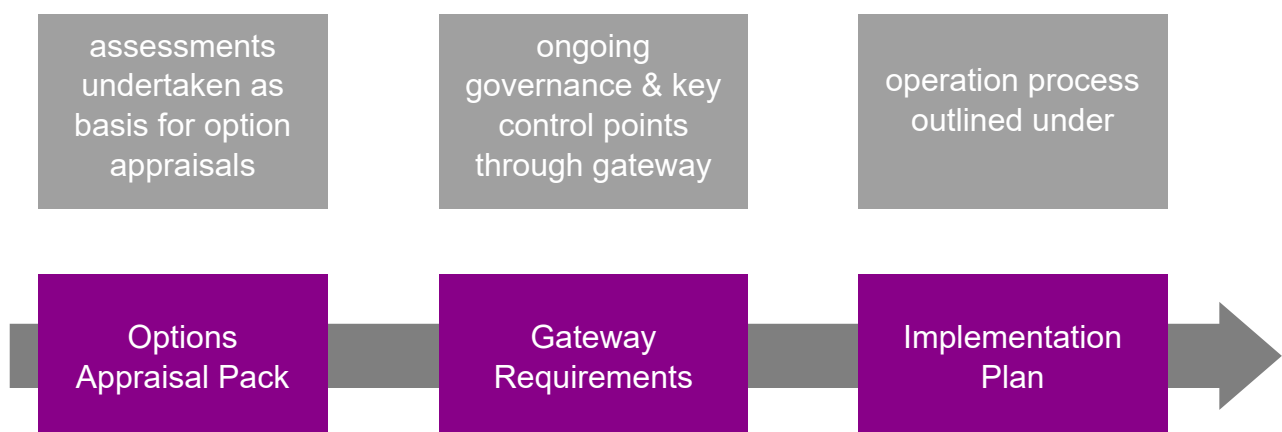
5 Delivery and Implementation

5.1 Implementation Plan

Each Supply Project will have its own bespoke Implementation Plan. It sets out the operational steps and processes required to execute an individual housing initiative successfully.

It is a comprehensive tool that draws together key strategies, management strategies, key deliverables, and milestones.

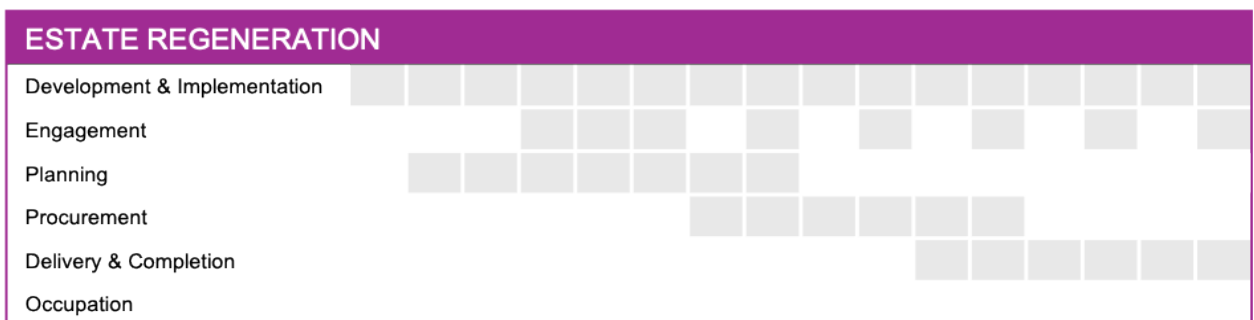
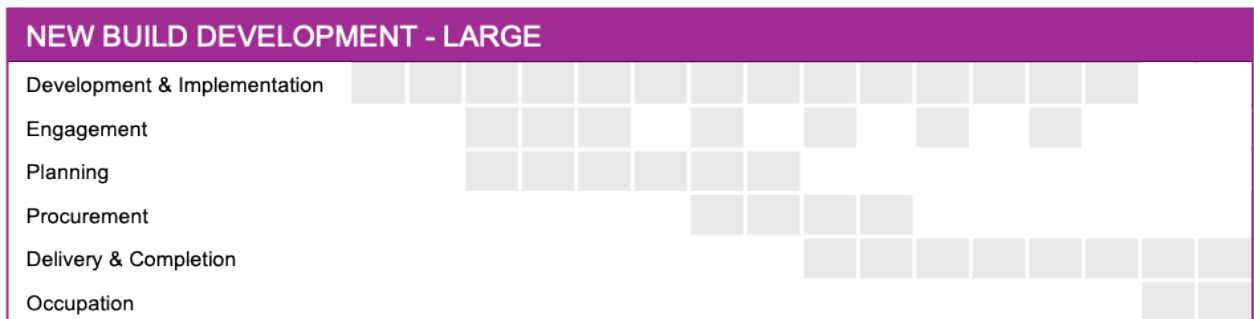
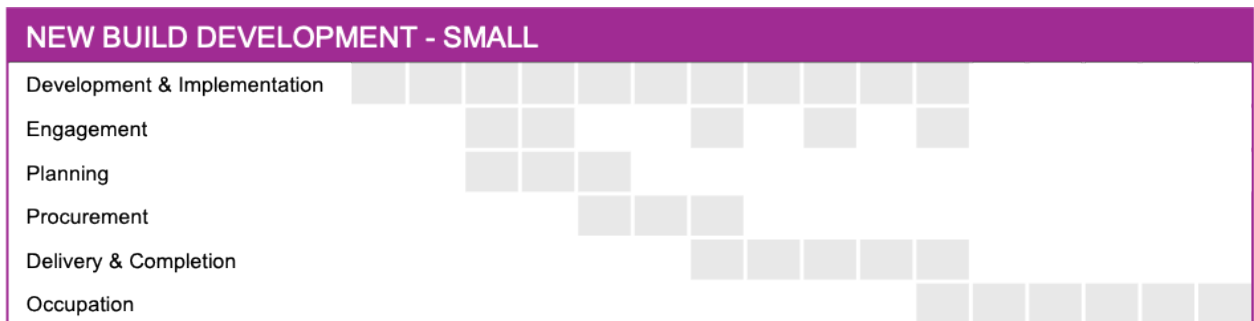
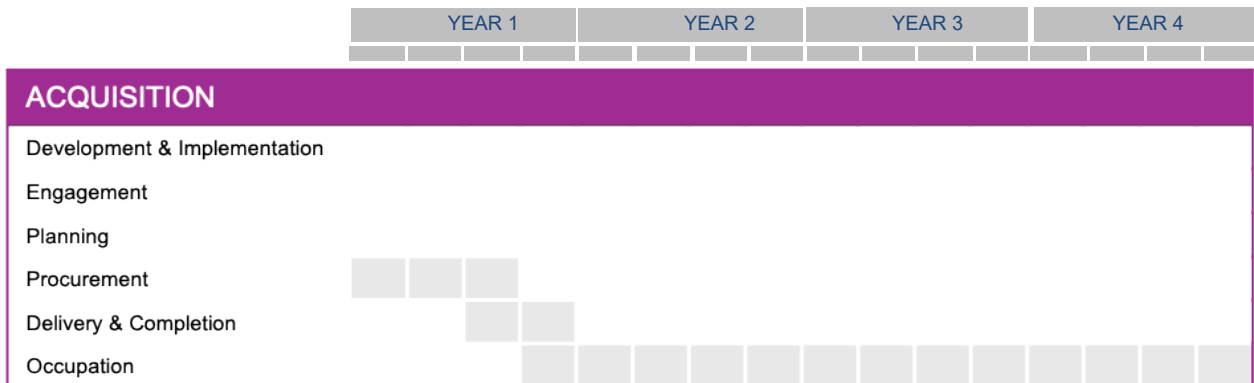
This process commences once a scheme is considered a potential regeneration scheme the actions, activities, milestones and key governance points required to ensure successful delivery. The plan addresses all aspects of the project and is monitored at the Project Board, The Housing Regeneration Board and through the Gateway process the below diagram sets out the information requirements for the Implementation Plan.





5.2 Indicative Timelines

Outlined below are some indicative timelines for different housing supply typologies



[End]