Housing Transformation Board
Project Highlight report

Workstream: Long-term Home and Neighbourhoods
Project: Resolution programme for Regina Road
Reporting period: 1st February 2023 – 28th February 2023

Highlight Report			
Workstream Lead:	Robin Smith	**Project Lead:**	Robin Smith
Project Aim:	To address the current unsatisfactory situation at the Regina Road estate where three ageing tower blocks require action to ensure modern social housing fit for the 21st century.		
Project Methodology/sub work groups	RR Project Board RR Operational Group (week 1 - fortnightly) Statutory Consultation and Ballot Task and Finish Group (week 2 – fortnightly) LPS Block: Engagement and Review Project (Separate Project – Work group to be established)		
Project Outcomes:	Increased number of modern affordable homes built to good standards		
Finances:	How is the project funded? HRA, capital receipts and application for GLA grant Spend against budget: TBC		
Stakeholders:	LBC Residents Mayor / Cabinet LBC Housing Directorate Housing Improvement Board		
Interdependencies:	Damp and Mould working group		
Achievements this month:	Project Board meeting 21st February Consultation period ended 26th January. Report being drafted for Cabinet on 22 March 72% of residents (119 households) engaged in consultation. Residents responding to the consultation showed a stronger preference for rebuilding over refurbishment, with 26 of 31 survey responses selecting 'strongly agree' to rebuilding, and 22 of 31 responses selecting 'strongly disagree' to refurbishment. Drafting Cabinet Report for 22 March, including the Landlord Offer to residents. Financial modelling being progressed by Savills. Plan for Ballot logistics with Civica – independent Ballot organisers.		

	Stakeholder mapping Project Board, 21 February. Development of RRRSG (Regina Road Resident Steering Group)
Focus for next month:	Planning Community Event to give feedback to residents – community fun day – in March prior to Cabinet on 22 March

Key Milestones					
Milestone (from business case)	**Owner**	**End date**	**Revised end date**	**RAG status**	**Comments**
Assessment of structural safety	RGS	16/11/22		Green	Completed
Assessment of fire safety	RGS	16/11/22		Green	Completed
Assessment of health safety	RGS	16/11/22		Green	Completed - under review considering Rochdale case
Desk top review of LBC studies previously commissioned	RGS	16/11/22		Green	Completed
Desk top review of the experience of other councils	RGS	16/11/22		Green	Completed
Resident engagement	RGS	16/11/22		Green	Completed - initial workshops
Resident data collection by Altair	Mary Larbie	30/01/23		Amber	Nearing completion – Around 80% of households covered.
Production of letters and leaflets for residents – statutory consultation process	Katherine Monk	13/12/22		Green	Completed – statutory consultation commenced 13 December and concluded 26 January
Resident design workshops with architects	Katherine Monk	30/04/23		Green	ongoing
Collation and Analysis of resident feedback	Altair / BTPW	31/01/23		Green	Completed, being reported to Cabinet on 22 March
Present consultation findings to Cabinet	RGS	22/03/23		Green	Decision taken to present to March Cabinet because stat. consultation concluded on 26 Jan
Resident Ballot	TBC	30/04/23		Green	Civica appointed
Move to Phase 3: Develop plans for Refurb or rebuild		30/05/23		Green	Workshops ongoing

Key risks and issues					
Risk or Issue (Including JCAD number for risks or LBC delivery tracker ref.)	**Description and Impact**	**Mitigation**	**Risk/issue Owner**	**RAG status**	**Date identified**
Croydon procedures slow progress in appointing necessary specialist	Delay. Residents live longer in unsuitable	Project Plan highlighting key dates that should be possible to be achieved	RGS	Amber	1/12/22

expertise, and obtaining necessary inputs	accommodation. Costs increase.				
Viability as seen by any development partners such as Housing Associations or private developers, coupled with site attractiveness relative to other development opportunities in South London	Delay	Ensure well designed project with residents, that is commercially feasible.	RGS	Amber	16/11/220
Residents might not support rebuilding of the three tower blocks	Council re-assess strategy for Regina Road Estate	Good quality information prior to ballot	RGS	Amber	16/11/22
Residents of medium and low-rise development might prefer refurbishment to address the obsolescence of their homes rather than rebuilding	Council to re-assess strategy for Regina Road Estate, focus on the three towers, and then refurbish medium and low rise	Good quality information prior to ballot.	RGS	Amber	16/11/22
Economic uncertainty, particularly round the possibility of a further rent freeze or cap restricting the financial flexibility within the HRA			RGS	Amber	16/11/22
Critics might argue that refurbishment is more sustainable than redevelopment, so whole life carbon assessments will be needed alongside option development to refute any criticism		Good quality information, and undertaking of Carbon Assessment	RGS	Amber	16/11/22
Leasehold/freehold properties might in due course require Compulsory Purchase Orders which would delay progress	Additional cost of CPO and delay to project	Early engagement with leaseholders and freeholders	RGS	Amber	16/11/22

Some tenants may need to move more than once, with a right-to-return	Additional cost to council. Additional upheaval to residents.	Careful design of phasing	RGS	Amber	16/11/22
Risk to trust in council because of recent S114 notice	Lack of effective resident engagement	Good quality communication and explanation	RGS	Amber	22/11/22
Unsuccessful in obtaining GLA funding	GLA tightening of eligibility of schemes not delivering additional social housing	Dialogue with GLA. Early application for funding	RGS	Amber	16/11/22

RAG

RAG rating definition
Red = project not on track and will need a plan to get the project back on track
Amber = project on track, but will have a plan to get back to green
Green = project on track to deliver committed scope by committed deadline with committed resources