

Policy and Scrutiny Committee Report

Meeting:	Climate Action, Regeneration and Housing Policy and Scrutiny Committee
Date:	7th December 2022
Classification:	General Publication
Title:	Ebury Regeneration Project and supporting the community through estate Regeneration
Wards Affected:	Knightsbridge and Belgravia
Policy Context:	The report details the support provided to families and individuals impacted by estate regeneration, the associated policies and what these provide for residents throughout the process.
Key Decision:	No
Financial Summary:	N/A
Report of:	Gelina Menville, Head of Regeneration Martin Crank, Communications and Engagement – Regeneration and Development

1. Executive Summary

- 1.1. Westminster City Council is committed to maximising the delivery of truly affordable housing across the Council's housebuilding pipeline. This report considers the options and challenges in how the Council's regeneration programme can adapt to deliver more social housing while maintaining community support.
- 1.2. The recent Truly Affordable Housing Cabinet paper began the process of ensuring that council-led development schemes prioritise low-cost social rent housing and providing Westminster residents and their families with genuinely affordable housing options.
- 1.3. Ebury Bridge is a Westminster City Council owned 1930's housing estate. In consultation with the existing community, a decision was taken to comprehensively renew the estate to provide new highquality homes for both the existing and future community.
- 1.4. Westminster City Council have made a commitment to residents that it will remain as the freeholder of the land and therefore the estate will remain Council owned.
- 1.5. This paper provides a snapshot of the Ebury Bridge Regeneration scheme, how residents are consulted and engaged, the independent support available to all tenants and leaseholders and the re-housing process (both temporary and permanent moves) for secure tenants and resident leaseholders to understand the Council policy, their individual options and the legal position
- 1.6. It also provides an overview of how the new estate will be operating once completed to ensure that the estate remains a desirable place for all those who live, work and play there, and how the community can have an ongoing voice following regeneration.

2. Recommendations

That Policy and Scrutiny Committee:

- 2.1. Notes the current council approach to estate regeneration and the resources provided on impacted estates. How consultation and engagement is undertaken and how this compares to best practice across the regeneration sector.
- 2.2. Notes the approach to dealing with resident concerns and complaints and whether these processes can be improved.
- 2.3. Notes the residents' journey so far, how they can access independent support, the council's approach to rehousing, acquisitions, valuations and compensation.
- 2.4. Notes the proposals for the new homes, sustainability and carbon position and the future opportunities for residents to remain engaged post completion of the new estate.

3. Background, including Policy Context

- 3.1. The Ebury Bridge Estate consisted of 336 homes located in South Westminster and was identified as one of five key estate in need of significant investment in Westminster City Council's Housing Renewal Strategy 2010. In 2013, following extensive consultation with Ebury Bridge residents, a renewal scheme was developed, involving a mixture of new build and refurbishment of homes.
- 3.2. A resident ballot was subsequently held in which, residents voted overwhelmingly in favour. This scheme received planning consent in March 2016. Despite conducting detailed scrutiny of this scheme, it was not possible to develop a viable or deliverable scheme. The planning permission subsequently expired unimplemented on 7th March 2019.
- 3.3. As a result, the City Council needed to look again at more viable renewal options for the estate and in July 2017 made a commitment to work with Ebury Bridge residents to identify a way forward to improve the quality of homes, open spaces and community facilities at Ebury Bridge. From the end of July 2017 an onsite engagement team were recruited and based on the estate and were tasked with re-starting engagement with the residents on potential new improvement scenarios.
- 3.4. To identify the preferred scenario for the estate, a robust engagement framework was established which followed both the Mayors good practice guide for regeneration and the National Strategy for Estate Regeneration.
- 3.5. As a result of this work, proposals were brought forward for wholesale renewal of the estate, and a hybrid planning application was approved in October 2021 granting the Council permission to deliver 781 new homes, 4 new public squares, 2 new gateway entrances connecting the estate to the wider neighbourhood, new community amenities including workspace, community space, a fitness space and nursery as well as providing new retail units to the front on the estate to form a new local high street.
- 3.6. The council is committed to ensuring our residents and communities have meaningful opportunities to participate and shape options for the regeneration and development of the areas where they live, work and play. Close working with the communities to collectively agree areas of improvement in the council's approach to engagement ensures we keep abreast of the changing priorities and issues faced such as the global pandemic and cost of living crisis.
- 3.7. The benefits of consistent ongoing resident engagement are extensive. Whether that is community support for proposals, regeneration schemes that meet the needs of families or transparent decision-making, close working with residents is the bedrock of successful regeneration projects.
- 3.8. When embarking on regeneration projects the Council has a legal obligation to consult with secure tenants where proposals may have an impact on their recognised amenities. Under Section 105 of the Housing Act 1985, all secure tenants should be

given the opportunity to provide feedback on regeneration proposals and their level of support needs to be captured. Where demolition of 150 or more council homes on public land takes place, there is a requirement to hold an independent resident ballot in order to access Greater London Authority (GLA) funding.

3.9. The recent changes to council policy highlights the positive impact that increased participation and meaningful engagement of our communities can have in creating a Fairer Westminster with residents at the heart of our decision making and helping to determine the city's future. Regeneration consultation and engagement closely aligns with the development of the councils Charter for Community Participation and Consultation which support the Fairer Westminster values of openness and transparency, partnership and collaboration and diversity and inclusion.

3.10 The new City Council administration made the commitment in their manifesto that building new council and lower rent homes is the top priority. This report aims to explore how consultation, engagement, support for individual households and complaint resolution is currently managed and where improvements can be made.

4. The Approach to Consultation and Engagement on Regeneration Estates

4.1. While the benefits of new affordable housing are extensive, the process of regenerating a council estate can be a hugely challenging process for existing families and individuals affected. For secure tenants and resident leaseholders, the thought of moving from their home, where they may have lived for many years, can be unsettling. It is the responsibility of the Council and its officers to ensure that wherever possible this disruption is mitigated and that everyone impacted receives tailored support to meet their needs.

Regeneration and Development Teams across the City Council aim to meet the expectations set out in the *Better Homes for Local People – The Mayor's Good Practice Guide to Estate Regeneration*. This includes the commitment to full and transparent consultation and involvement. Early engagement with communities is prioritised at the outset of projects with residents having the opportunities to develop the vision, objectives and options for schemes – before proposals are formed.

4.2. When establishing options for regeneration of estates the impacts, benefits and costs to residents in communities is set out in clear and accessible language to enable broad participation across neighbourhoods. One example includes the use of scoring matrixes which assess the socio-economic benefits of interventions ranging from refurbishment through to complete redevelopment. Through capacity building training, residents have been able to develop skills in viability assessment and test each scenario.

4.3. Residents impacted by projects are always our primary consultees during an estate regeneration project. As well as social tenants, resident leaseholders and freeholders, the teams engage with private tenants or those living in temporary accommodation on the estate, as well as businesses, local organisation, non-resident leaseholders and

freeholders. Although only resident leaseholders and secure tenants have the guaranteed right of return to the newly built properties, other residents can be included in Local Lettings Plans and benefit from new social or intermediate properties and bespoke offers can be put in place to support longstanding businesses and local organisation which are directly serving the community.

4.4. Consultation approaches are tailored to residents' needs and are delivered at the pace that communities feel comfortable with. Reaching a preferred option that has the backing of residents of an estate can take many months (and sometimes years).

4.5. The Council have most recently introduced a policy of carrying out an independent resident ballot to ascertain whether there is a majority of support for regeneration proposals and the landlord offer presented to residents. This also enables the Council to bid for Greater London Authority Funding (GLA) and maximise the numbers of affordable homes delivered in large scale schemes.

4.6. Ensuring residents have access to ongoing support and information is vitally important in the delivery of successful projects. At Ebury Bridge and Church Street, regeneration teams are based locally on estates, often in empty retail premises or empty residential properties. This enables officers to provide daily dedicated support for vulnerable people and organisations. Examples include;

- Through carrying out a detailed housing needs assessment the team are able to identify the required level of support for each household or individual and develop a bespoke plan
- This included assistance with preparing temporary alternative homes with adaptations, reconnections, packing and additional furniture
- A dedicated officer supports Older people with the process both before, during and after their moves
- The team supports both voluntary groups and retailers. With temporary relocation options and first right of refusal on new premises.

5. Resident re-housing and the Decant Strategy - Enabling the full right of return for existing residents

5.1. Before commencing engagement work with residents on an options appraisal process, a set of key pledges are established that underpin any option taken forward. These act as a set of commitments the City Council signs up to before embarking on any regeneration option.

5.2. A key pledge at Ebury was a 'right of return is guaranteed for all secure tenants and resident leaseholders'. This commitment safeguards a new home on the estate for said residents in the event of a redevelopment option being taken forward.

5.3. The City Council also commits that any redevelopment proposal includes the replacement of all existing council homes, with an increase to this figure by at least

another 35% affordable homes. This is alongside the option of a new home on the estate for all existing resident leaseholders if it is their preference.

- 5.4. To fulfil the council's commitment to enable a right of return for both secure tenants and resident leaseholders our decant strategy is underpinned with two bespoke policies: Policy for Tenants in Renewal Areas 2019 and Policy for Leaseholders in Renewal Areas 2018 (See Appendix C).
- 5.5. Within GPH's Regeneration and Development Team are dedicated relocations officers, responsible for meeting every secure tenant affected by the regeneration. This work with each household includes carrying out a thorough housing needs assessment, explaining the policy, discussing the households preferences for their move and them supporting each household with their temporary or permanent move from the estate.
- 5.6. All secure council tenants in renewal areas are awarded decant status, which provides the household with the highest bidding priority on the Council's choice-based lettings system. This means that if a decant tenant identifies a suitable alternative property, they are likely to be successful when bidding.
- 5.7. The relocations team work closely with the Housing Solutions Service to identify potential properties, ahead of them becoming available for bidding, and can arrange viewings with tenants.
- 5.8. With the exception of one tenant (at Ebury) all of the secure tenants and leaseholders have moved without the use of legal powers such as Ground 10 or a CPO.

6. Supporting the re-housing of Council Secure Tenants

- 6.1. The council is committed to supporting each Secure Tenant to remain part of regeneration estates and carried out consultation on a new policy for tenants in re-housing areas which was adopted in 2017.
- 6.2. There is a statutory required for the Council to pay a home loss payment to compensate tenants for having to move at a time which is not of their choosing is payable at the point of relocation. This amount is set by government and is reviewed each year, as of October 2022 is £7,800.
- 6.3. A disturbance payment is also paid in order to cover the reasonable costs of moving, which includes removal costs, redirection of mail, disconnection and reconnection of appliances and the refitting of curtains and carpets. In many cases the council will organise these services for tenants, so they will not need to make payments up front themselves.
- 6.4. All council tenants who need to move as a result of regeneration will have a right to return to one of the new social homes once they are built. Where possible the Council will try to facilitate a move straight into one of the homes, however this is not possible across all schemes.

- 6.5. Where a direct move is not an option, tenants will have the option move into another social home in Westminster for a temporary period and then move into a new social home in the renewal area when they are ready or move away permanently.
- 6.6. The intention of the policy however is to facilitate keeping the original community together in the development as much as possible and benefited from the new homes and local investment.
- 6.7. For the duration of the regeneration the Council will employ an Independent Tenant and Leaseholder advisor (ITLA), who is paid to support both tenants and leaseholders through this process. Whilst paid for by the Council the conversations with the ITLA remain confidential and the Council will not be informed of the discussion unless the residents has given permission, or there is a safeguarding concern
- 6.8. At Ebury we of the original 198 secure tenants, 118 have confirmed that they intend to exercise their right of return once the new homes are built at Ebury..

7. Supporting Leaseholders through the re-housing process

- 7.1. In addition to secure tenants, the council is equally as committed to supporting each resident leaseholder to remain part of regeneration estates. A borough wide consultation was carried out on a new policy for leaseholders in renewal areas which was adopted in 2018. The key focus of this policy was to provide a fair deal for leaseholders and set out a suite of options that would support leaseholders to stay on estates, should they so wish.
- 7.2. There is a statutory requirement for the Council to pay a home loss payment to compensate leaseholders for having to move at a time which is not of their choosing. For resident leaseholders this is 10% of the agreed market value of the home, and for non-resident leaseholders this is 7.5% (currently capped at £78,000). Again this amount is set by government and is reviewed each year.
- 7.3. Disturbance costs are also paid in order to cover the reasonable costs of buying a replacement property including stamp duty, solicitors' fees, surveyors fees, tax advice as well as moving costs, redirection of mail, disconnection and reconnection of appliances and the refitting of curtains and carpets.
- 7.4. Under the current policy for leaseholders in housing renewal areas resident leaseholders have the following options:
 - An equity loan/share to be offered to enable a resident leaseholder to buy one of the new homes with the council bridging the gap between the leaseholder's contribution from the existing property (and homeloss payment) and the price of the new property. The property can be no larger than the original property and the leaseholder remains the legal owner, with the equity from the council secured by a charge on the property.

- Where there would not be a minimum of 25% in the new home, there would be an option to buy one of the new homes on a shared equity basis. Shared ownership being different to an equity loan/share as the leaseholder only part owns the property they have purchased, with rent being paid on the remaining proportion retained by the Council. Again the property would be the same size as the original home.
- Buy one of the new homes outright if they have the means and preference to do so. There is no obligation on them to buy in this way, even if they can afford to. If this option is chosen they can buy a property of any size.
- Buy another leasehold property in the housing renewal area, Leaseholders may prefer to buy another property of the same value as their current home in the local area i.e. one that is not part of the regeneration plans, if available.
- Become a social or an intermediate tenant in the housing renewal area. This option will only be offered in special circumstances, such as where none of the other home ownership options are suitable or where leaseholders want to become tenants due to having health problems or are of an older age. In this option agreed leaseholders would only receive 75% of the market value of their property, rather than 100%.
- Receive help and support to move away from the housing renewal area with practical help and support offered, where needed. This move could be within Westminster or elsewhere.

7.5. The currently policy is heavily focused on the resident leaseholders as a way of retaining the original community together. Leaseholders who do not live on the estate but are renting out their properties with a commercial interest, receive support in terms of compensation only, as described in 6.2 and 6.3 above.

7.6. The Council currently employ Westminster Community Homes as their agent to negotiate and acquire all leasehold interests in a regeneration area. This has the added benefit of buying properties with leaseholders or their tenants in situ, which often can speed up the sale of the home and removes the conflict that the Council would have if it were to directly acquire the property, which in the cases described would create a secure tenancy.

7.7. Leaseholders also have access to the ITLA service described at 5.7 above. Both tenants and leaseholders have unlimited access to this service throughout the process, with the ITLA also doing their own outreach independent of the Council to ensure residents are supported.

7.8. Working with Community Futures Group an extensive guide navigating the customer journey for leaseholder was co-produced. This focused on the process of selling their home and purchasing a new one, as many of the leaseholder would have originally purchased at Ebury through their Right to Buy. A copy of this document is Appendix B.

- 7.9. At Ebury we of the original 138 leaseholders, 21 have confirmed that they intend to exercise their right of retune once the new homes are built at Ebury. Of the original leaseholder population approx. 50% were non-resident and letting their properties out.
- 7.10. Whilst resident leaseholders are often smaller in numbers when compared with secure tenure in a renewal area, their journey pre-negotiation stage is equally as important both in terms of reassurance of rehousing and understanding of the policy.
- 7.11. At Ebury communications, engagement and consultation had been equally carried out with all residents of the estate irrespective of tenure, with all resident understanding the design proposals and key regeneration commitments made by the Council.
- 7.12. There is however room for improvement on how we can better support resident leaseholders particularly through the journey of regeneration from a rehousing perspective and understanding their housing preferences.
- 7.13. This includes ensuring that the same level support and resources that tenants are offered can also be made available to resident leaseholders at a much earlier stage of the process. This can happen much further in advance of a formal negotiation process starting where the Council invites leaseholders to sell by agreement.

8. Supporting Tenants and Leaseholders once they return

- 8.1. The new estate will continue to Council owed and as such has a duty to ensure that is it run efficiently and effectively, whilst delivering a truly inclusive and integrated community offer at Ebury Bridge.
- 8.2. The new estate includes a range of retail, business and community uses alongside community amenity provision and playspace. Active management of these facilities and amenities are essential to an ensure that all residents maximise their uses and benefit from the investment in the estate.
- 8.3. The first phase of new homes at Ebury will be prioritised for all returning secure tenants and resident leaseholders to allow them to come back to estate first. There are some blocks withing the estate that also allow secure tenants and resident leaseholders to move directly into a new home.
- 8.4. On completion of Phase 1, there will be period of transition from the onsite Regeneration Team to the new Estate Management team, as the existing estate transforms into the new estate, providing continuity for the existing and returning residents as they settle into their new estate. They will also provide oversight for the construction of future phases and support and incubate the new residents as they join the existing community.
- 8.5. Evolution of the original community is an important part of the success of the scheme. Not only do we want residents to return, we want to ensure that the original

community spirit of the place can be built on, and enhanced, making Ebury a place that everyone irrespective of tenure can thrive and is proud to call their home.

- 8.6. The approach to future management of the estate plays a key role in helping to not only maintain and upkeep the buildings, but to bring people together from the start to help activate the community.
- 8.7. Currently Ebury enjoys a high level of resident involvement in the redevelopment process. Going forward we will explore with all new residents how we can maintain a high level of resident involvement and governance.
- 8.8. There are numerous options for structuring community involvement, oversight and performance monitoring at the new Ebury Bridge Estate, however maintaining the existing resident governance structure into the future scheme is vital to the success of a new harmonised community.
- 8.9. In some instance this may require the Council to provide the necessary training and upskilling, helping to encourage residents to take a keen interest in the future management of the estate.
- 8.10. This will help to ensure that there is a consistent scrutiny on behalf of residents ensuring the Council and its contractors maintain and deliver on commitments made to residents throughout the entirety of the process. The Council is looking at opportunities to include residents in future procurement of management services, as well as some or all of the new site-based services.
- 8.11. It is therefore vital that we get the housing management offer right from the start to understand the Councils and resident's' ambitions to continue to be involved. Internal conversations continues with the Regeneration and Development Team and Housing Services to finalise what this offer will look like at Ebury.

9. Carbon Impact and sustainability

- 9.1. Through the regeneration project at Ebury, the Council is committed to creating places and energy-efficient homes that help communities to thrive. A key way that this commitment is shown through the recent 'outstanding' score from the Building Research Establishment Environmental Assessment Method (BREEAM) Communities' Sustainability Assessment for Ebury.
- 9.2. Ebury will be an all electric estate and the energy being provided from a Ground Source Heat pump. There is a focus on sustainability of the place as well as within the homes. Over 200 new trees will be planted with a variety of plant habitats to help improve the air quality and will be complemented by bat and bird boxes to conserve the local wildlife. There are a mixture of brown roofs will also help with providing a diverse habitat and blue roofs to prevent flash flooding.

- 9.3. The estate will operate as a low car estate, with 75 disabled parking spaces being provided within car parks that are situated under podium gardens. Residents, under the current policy, will have the opportunity to apply for parking permits to access parking on the main road however they will not be valid within the access roads of the estate.
- 9.4. The estate has the high Public transport Accessibility Level (PTAL) rating given the close proximity to transport links. Instead of vehicular transport walking and cycling are encouraged at Ebury. There will be a car club facility for residents to reduce the reliance of car ownership within the new development, and encourage more sustainable methods of transport.
- 9.5. All of the new homes are triple glazed throughout, improving insulation, thermal comfort and reducing noise from the railway and roads. All new appliances installed will have high efficiency ratings and smart meters in the homes will give residents greater control and understanding of their energy use.
- 9.6. Low water use fittings in kitchens and bathrooms, to help use less water in the toilet, sink and shower, will be completed with low energy light fittings which last longer than your average light bulb both resulting in reduced costs for residents and being better for the environment
- 9.7. Even by reducing energy demands through energy efficiency, and providing a highly efficient heating distribution system, the nature and location of Ebury still doesn't allow for Ebury to be net-zero carbon.
- 9.8. 100% of the brick and concrete from the demolition of the original buildings is reused to produce the pile mat for the first phase of construction. No other materials were needed to be imported to the site to complete this work.
- 9.9. However, when looking at the whole life carbon cost of the original estate, this would continue to produce 1,733 tonnes per year for 336 homes if it were to continue to operate as it was. Comparing this to the new estate which is predicted to use 336 tonnes per year, which takes into account the embodied carbon as a result of demolition and build as well as operating the new estate.

10. Equalities

- 10.1. Individual projects will consider their individual equalities implications. However, Appendix D provides an overview of the equalities impacts of the Ebury Bridge project.
- 10.2. The increase in affordable housing, particularly social housing is expected to have significantly positive impact on protected characteristics and will have a positive impact on those characteristics disproportionately represented on the Council's social housing waiting list.

Appendix A: Ebury Bridge Engagement Programme

The programme of engagement was delivered in the following stages:

Vision and Objectives, July 2017 – October 2017

The vision for the renewal of Ebury Bridge estate was developed in partnership with estate residents. This process began with a listening exercise, a large-scale insight piece conducted via face to face door knocking with residents to collect a qualitative baseline of aspirations and opinions towards the regeneration, their housing support needs and their communications preferences.

Over 130 conversations were conducted and recorded with people on the estate, and the team collated qualitative analysis on the responses to provide a detailed and nuanced understanding of the needs and requirements of residents. These insights were used to tailor the engagement activities and communications to meet the needs of estate residents, particularly hard to reach groups. A set of key pledges were agreed with the residents that would frame any options taken forward by the council. These were;

- A right to return for residents is guaranteed for all secure tenants and resident leaseholders
- A full replacement of all council homes
- Minimum 35% of additional homes provided will be affordable for social and intermediate rent
- Estate overcrowding is addressed
- Local retail options to serve the local community.
- Ebury Bridge will remain a council-owned estate
- Residents will remain at the heart of developing a viable scheme

Residents then worked with the council on agreeing a set of aims and objectives;

- Deliver more affordable housing
- Create a sustainable mixed community
- Deliver improved public spaces and community facilities
- Partner with residents and businesses in a meaningful and transparent way to put forward the best proposal for Ebury Bridge Estate
- Set the standard for estate renewal with high quality design throughout all tenure types
- Bring to life the most desirable, deliverable and viable option

Residents indicated that their preferred method of communication was either via a regular newsletter or face-to-face. A regular Ebury Bridge newsletter was produced at two-weekly intervals and satisfaction with the level of information provided, optimism for the project and the feeling of engagement was tested with a regular pulse survey. An Ebury Bridge website was created and launched in July 2017.

Options Appraisal Process - October 17 – March 18

Firstly, a full review of the previous consultation was undertaken in partnership with residents via workshops with secure tenants, leaseholders, overcrowded households, and temporary accommodation households. This assessed which priorities embedded in the previous proposal were still important and set out new aspirations for any future scheme taken forward.

Through an informal nomination process, a resident-led strategic body (The Ebury Bridge Community Futures Group) was established and Terms of Reference agreed with the group. The group is made up of secure tenants (both temporarily decanted and onsite), leaseholders and Ebury Bridge businesses. The group represented a re-set of resident engagement and welcomed residents who had previously not engaged with the council's plans. A regular monthly schedule became established with an in-depth Community Futures Group meeting followed a week later by a less formal drop-in over two nights. This enabled residents to create a set of key design principles with the WCC design team.

These included;

- Good distance between blocks
- Good separation of pedestrian/vehicular movement
- High quality amenities - Safe and secure environment
- Well insulated from environment
- Long term sustainability
- Dual aspect homes

A scoring matrix was established which would be used to test each scenario at key intervals throughout the process. The core principles of the scoring assessment were based around three core tests; viability, desirability and deliverability.

March 2018 – April 2018 – Narrowing down the options

Eight development scenarios were established with the community which ranged from full refurbishment of existing blocks through to wholesale redevelopment of the estate. The Community Futures Group and interested residents from the wider estate were provided detailed training in traditional developer-led viability assessment which included full costing of land receipts, cost to the council and anticipated proportional refurbishment costs to leaseholders. This enabled residents to analyse the different development scenarios including the previously consented scheme which was re-analysed using up to date benchmarking figures.

This process culminated in the selection of Scenario 7, the full redevelopment of the existing estate and the creation of 750 new homes. This scenario was agreed with the Community Futures Group who endorsed the decision to consult with the rest of the estate through Section 105 Housing Act consultation.

May 2018 – June 2018 – Shaping the Preferred Scenario

The engagement process that led to the selection and consultation on the preferred scenario was compiled into a brochure (Appendix A) and issued to all households. This was followed up with a survey, block pop-up consultation events and a door to door questionnaire. This led to the preferred scenario being presented back to the council in July 2018 who then approved it, giving it the green light to be worked up in further detail. Key engagement strategies adopted include:

Details of dedicated support for vulnerable people and organisations;

- Through a detailed housing needs assessment the team were able to identify the required level of support for each household or individual and develop a bespoke plan
- This included assistance with preparing temporary alternative homes with adaptations, reconnections, packing and additional furniture
- A dedicated officer supported Older people with the process both before, during and after their moves
- The team supported a homeless persons charity based on the estate. We assisted 'One big family' homeless charity to source new premises and provided storage and amenities whilst the transition took place

Examples of engagement with hard to reach groups;

- Development of an online engagement tool <https://eburydesign.commonplace.is/> to encourage feedback from young people, residents with disabilities and residents who would prefer to comment from their own home
- Live Streaming via facebook of engagement session to enable off-site leaseholders to receive the same information as residents attending in person
- A dedicated engagement team with officers who speak a range of community languages. The team are based on the estate and support each household through the process
- Older persons coffee mornings and fish and chip suppers to provide a welcoming environment for wish to discuss proposals and the support provided
- Links with leaders from the local Bengali community to provide reassurance and translation skills to non-English speaking residents

July 2018 – February 2019 – Best Value, Delivery Options Consultation

The Community Futures Group continued to play a key role in identifying how best the scheme could be delivered. We invited residents to take part in Soft Market testing on December 2019 and a member of the Community Futures Group attended and addressed the attendees on the day. Residents explored whether the scheme could be delivered directly by the council (with a builder) or whether different delivery routes would be appropriate.

To provide assurances to residents about how the council/its contractors would work with them during the project, a set of key commitments were established and agreed with residents in a charter/commitments document, see Appendix C

Pre-planning consultation Following detailed work by the architect team including defining the housing mix and 'tenure blind' nature of the scheme plans were presented to Ebury Bridge residents and people living in the local area in the first phase of pre-planning consultation on the scheme.

To ensure emerging designs were formed in collaboration with Ebury Bridge residents we established a number of engagement methods to encourage full participation, these include:

Community Futures Group – The resident-led steering group has continued to play an instrumental part in the delivery of the scheme. The group have provided feedback on key elements such as the public realm, the energy strategy, building materials, facias, community facilities, internal configuration of flats – the minutes of all meetings are published on the Ebury Bridge website here <https://eburybridge.org/cfg/>

A dedicated consultation space – A vacant shop unit at No 9 Ebury Bridge Road has been used to provide an accessible, welcoming space for residents to visit. The space hosted emerging design exhibition boards and engagement officers are on hand to answer questions and receive feedback. This was advertised here - <https://eburybridge.org/newsletters/newsletter-issue-23/>

Resident Drop-ins – Hosted by the architects from the project team, the sessions gave all Ebury estate residents to drop-in and provide feedback on themed subject areas such as Rehousing/phasing, Public Realm, Homes, Play, Placemaking, Homes and Character. Over 150 Ebury Bridge residents attended these sessions.

Dedicated Ebury Bridge website – To reflect the importance of the project and to provide an accessible platform for which interested parties can access up to date information the Ebury Bridge website was refreshed and re-launched here - <https://eburybridge.org/>

Commonplace online consultation tool – For those residents who are unable to attend workshops sessions, exhibitions or wishing to provide anonymous feedback in the comfort of their own homes we launched an online consultation tool commonplace - <https://eburydesign.commonplace.is/overview>

Newsletters – 56 editions of the Ebury Bridge Newsletter have been distributed over the past 18 months. The circulation has increased to include both estate residents and neighbours living in the local area and over 1500 copies are distributed each month - <https://eburybridge.org/newsletters/>

7 Leaflet drops – All local residents have received leaflets and consultation booklets to provide opportunities to feedback on proposals.

Exhibitions – Following the design engagement period with Ebury Bridge residents, two public exhibitions were held. The first over a two-week period (14-26 October 2019) including three Saturday's and late-night sessions. In addition to the physical exhibition, the Boards were made available on the Ebury Bridge website here - <https://eburybridge.org/engagement-boards/>.

The second exhibition commenced on the 9th March but was curtailed on the 14th March due to Covid19. **An online focused consultation** was relaunched and took place between 20th April and 8th May.

Meetings with amenity groups – Officers from the project team have met with 14 amenity and resident groups in the area. This included groups of residents from Cheylesmore House, Consort Rise, the Belgravia Conservation zone and No 1 Ebury Bridge Road. A full list is provided below. The consultation undertaken is set out in full in the submitted Statement of Community Involvement

Appendix A - Ebury Engagement (included within the body of the report)

Appendix B - Leaseholder Journey Leaflet

Appendix C - WCC Renewal Policies:

<https://www.westminster.gov.uk/media/document/policy-for-leaseholders-in-housing-renewal-areas>; <https://www.westminster.gov.uk/media/document/policy-for-tenants-in-housing-renewal-areas>

Appendix D - Equality Impact Assessment Addendum Ebury Bridge Estate Redevelopment August 2021

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact:

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