



Department for
Communities and
Local Government

Estate Regeneration National Strategy

Good Practice Guide - Part 1

Introduction

The estate regeneration good practice guide sets out key considerations for schemes at the early stages and a model process for successful regeneration.

This guide is for all stakeholders in estate regeneration schemes – landowners, residents, local authority officers and members, consultants, developers, public service providers, businesses and charities. It should be read in conjunction with the other components of the estate regeneration national strategy, including guidance on resident engagement and protection, finance and delivery.

The guide sets out the principal activities, considerations, key participants and source material for typical regeneration projects at the preparation, planning or delivery stages of projects. This guidance does not intend to set out a list of mandatory requirements for estate regeneration schemes. It is intended as a general good practice guide for all stakeholders to consider in relation to the characteristics and challenges of each individual scheme.

Two additional documents complete the good practice guide: 1) an activity map, that sets out the path of a model estate regeneration scheme; and 2) a design and quality checklist that provides additional considerations related to the design and masterplanning of schemes.



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1. Setting out the objectives

Have the aims and objectives for regeneration been clearly set out?

Successful regeneration projects are supported by clearly stated objectives based on a full appreciation of the physical, social and economic issues of the estate and wider area. The principal reasons, main aims and objectives for estate regeneration should be set out at the start of the process.

| Key Issues | Key Considerations | Key Participants | Sources |
|---|---|---|--|
| <ul style="list-style-type: none"> • Purpose • Objectives • Narrative • Location specific factors • Wider area considerations • Understand public spend on the estate • Understand resident wellbeing and aspiration | <ul style="list-style-type: none"> • Setting out the evidence on the need for change and why the project is being proposed. This may be to improve the quality and quantity of housing stock and contribute to improving the life chances of existing residents. Include the public-spend implication costs of doing nothing. • Understanding key issues that impact on local residents. • Establishing the red line boundary of the estate and related land. • Initial assumptions regarding type of regeneration, whether refurbishment, infill, part or full redevelopment. • Understanding where neighbourhood and/or other plans have been created and the impact of those on regeneration options. • An understanding of how the project relates to other social and economic objectives, regeneration initiatives and development programmes in the wider context. • Publishing agreed objectives so they can be referred to and help decision making throughout the project. | <ul style="list-style-type: none"> • Landowner • Local authority • Residents • Community groups/ community anchors • Client advisers | <p>Altered Estates – HTA, LBA, PTE, PRP Guide to estate regeneration</p> <p>Risk assessment</p> <p>Public spend analysis guide</p> <p>Wellbeing assessment – Warwick/Edinburgh mental wellbeing scale</p> <p>Asset based community development – guide to taking an asset based approach to community engagement</p> |

2. Ensuring landowner commitment

Are the landowners committed and the appropriate resources in place?

For successful regeneration, it is critical that at every stage of the project there is executive-level support for and engagement in the aims and objectives of the project. Deployment of the necessary resources from local authority, strategic landowners and stakeholders will be required.

| Key Issues | Key Considerations | Key Participants | Sources |
|--|---|--|---|
| <ul style="list-style-type: none"> • Local authority engagement • Landowner engagement • Project 'champion' • Inter-departmental collaboration | <ul style="list-style-type: none"> • Producing a strategy to ensure local authority cross-party political support and a commitment to effective consultation. • Assembling an internal team with adequate and appropriate skills, authority, processes and leadership in place. • Identifying a project champion at political and executive officer level to drive the project forward. • Enabling close collaboration between departments including Planning and Housing and if appropriate Transport, Education, Social Services and other local public or voluntary sector agencies. • Understanding of the relationships, roles and remits of other agencies to ensure investment decisions are aligned with regeneration objectives. • Identifying the need and appropriate route for compulsory purchase orders (CPO). Mapping the six key stages of a CPO. • Securing formal support at committee level from the local authority. | <ul style="list-style-type: none"> • Councillors • Ward Councillor • Housing officers • Planning officers • Other departments | <p>National Housing Federation</p> <p>Chartered Institute of Housing</p> <p>Local Government Association</p> <p>Guidance on CPO, DCLG, 2015</p> |

3. Ensuring resident engagement

Have residents been empowered to participate at all stages?

Successful estate regeneration projects involve communities effectively and meaningfully in the assessment, options, design and master planning process from inception to completion.

| Key Issues | Key Considerations | Key Participants | Sources |
|--|--|---|---|
| <ul style="list-style-type: none"> Empower effective engagement Joined up engagement from scheme partners Choose resident engagement process Ensure resident commitment Consider resident training Create a Resident Charter with residents Consult on options Visit similar regeneration projects | <ul style="list-style-type: none"> Having an honest and open engagement with residents from the outset. Selecting the most appropriate consultation engagement or co-design method so that all parts of the community have effectively participated in the design process. Dedicating appropriate amount of time and resource to resident engagement, including identifying community leaders empowering and training residents to participate in the process effectively. Appraising all aspects of the existing estate including inside the home, the block, the neighbourhood, the external environment and landscape as well as connectivity to the wider community. Ensuring residents understand the range of options for redevelopment, infill or refurbishment including the 'do nothing' option. Defining strategies that maintain community commitment and momentum when faced with delays and uncertainty. Recording the consultation processes to demonstrate clear evidence of engagement with all community interest groups. Setting out a clear vision for the physical, social and economic potential of the estate informed by issues articulated by residents to establish community buy-in and support. Making a clear and deliverable commitment to existing residents set out in a formal document. This could take the form of a Residents' Charter, designed with residents and setting out the offer for tenants, leaseholders and freeholders and opportunities for resident management of the estate post-regeneration. Engaging with residents, businesses and other stakeholders, including special interest groups beyond the red line boundary for their input in the proposals. | <ul style="list-style-type: none"> Community Residents Leaseholders Freeholders Commercial tenants Landowner Consultation adviser Masterplanner | <p>Consultation for scheme approval (statutory)</p> <p>Gov code of practice on consultation – 2008</p> <p>Unleashing the potential of residents, JRF, 1995 – a guide to taking an asset based approach to community engagement</p> <p>Community Engagement Methodology eg</p> <p>Planning for Real – a community based engagement tool</p> <p>BREEAM Communities – a framework to help improve, measure and certify the sustainability of large-scale development plans</p> <p>BIMBY Housing Toolkit – a design engagement tool</p> <p>LEED for Neighbourhood Development</p> <p>Co-design techniques</p> <p>Neighbourhood Planning Guidance – National planning policy framework guide to Neighbourhood planning</p> <p>Community led Design and Development – Design Council Cobe</p> <p>Collaborative Planning - Participation not Consultation – Princes Foundation</p> |

3. Ensuring resident engagement (continued)

| Key Issues | Key Considerations | Key Participants | Sources |
|------------|--|------------------|---|
| | <ul style="list-style-type: none"> • Ensuring all members of the community, including minority or hard to reach groups, have been involved in the process and that information is accessible and available for all. • Options for a co-design approach and use of codes so residents set design parameters for a range of developers. • Co-design, charrettes and visual preference surveys to determine community character preferences. • Appreciating that the views of a minority must be balanced with the views of the majority and take account of the future community as well as the existing community. • All information which residents need to assess options for estate regeneration and propose alternatives in an informed way should be made publicly available. | | <p>Estate Regeneration - 6 Steps to Success</p> <p>Collaborative Planning – Participation not Consultation</p> <p>Asset based community development – guide to taking an asset based approach to community engagement</p> <p>Creating strong communities: Berkeley Group - a guide to measuring the impact of housing developments from a community perspective</p> <p>Resident commitments eg Neighbourhood Charter Residents Charter</p> |

4. Defining the brief

Are the objectives and vision clearly set out by the landowner in a brief for change?

A clear brief will be required that sets out project vision, objectives and requirements, supported by a programme and a process.

| Key Issues | Key Considerations | Key Participants | Sources |
|---|--|---|--|
| <ul style="list-style-type: none"> • A vision for change • Initial project requirements • Design and performance standards • Re-housing requirements • Wider regeneration objectives • A clear process and programme for change | <ul style="list-style-type: none"> • Setting a clear vision for change and broad regeneration objectives. • Principles of commitment to existing residents including re-housing and addressing local housing need. • Client requirements and standards to be met. • Aspirations to address housing needs of existing residents and future community. • Addressing specific issues in terms of quality (eg quality of housing stock, fuel poverty) and quantity (eg tenure diversity, housing supply) • A clear process and programme for regeneration and timescales for delivery. | <ul style="list-style-type: none"> • Landowner • Residents • Core team | <p>Creating Successful Masterplans – a guide for clients – Design Council Caba</p> <p>“Landscape architecture – A Guide for Clients”</p> |

5. Testing viability

Has an indicative financial appraisal been carried out for a deliverable option?

An indicative viability appraisal based on an initial feasibility is necessary to determine whether regeneration is deliverable prior to an in-depth study.

| Key Issues | Key Considerations | Key Participants | Sources |
|--|---|---|---|
| <ul style="list-style-type: none"> • Indicative appraisal • Establishing a viable option • Confirming the preferred delivery method | <ul style="list-style-type: none"> • Whether the preferred option for the vision of the project is financially viable. • Further land that might enhance financial deliverability. • Assessing the property cost-estimate for assembling the freehold and leasehold interests. • A robust approach to project delivery. • If the landowner lacks capacity to meet these costs, a partner may be required to support delivery. This is likely to require a formal procurement exercise. • Delivery options have been set out with pros and cons against each, for discussion | <ul style="list-style-type: none"> • Property • Finance • Consultation adviser • Legal • Procurement | <p>Joint Ventures – A guidance note for public sector bodies forming joint ventures with the private sector, HM Treasury, March 2010</p> <p>The Green Book, HM Treasury, July 2011</p> <p>Financial viability in planning. Guidance Note 1st edition (GN 94/2012). RICS</p> |

6. Assembling a skilled professional team

Has a team with the appropriate strategic and technical skills been assembled?

Estate regeneration requires a wide range of expertise, and benefits from professionals with experience of similar projects.

| Key Issues | Key Considerations | Key Participants | Sources |
|---|---|--|---|
| <ul style="list-style-type: none"> • Core expert advisers appointed by landowner • Appropriate track record and experience of resident led estate regeneration • Consultation expertise • Appropriate technical support for delivery team | <ul style="list-style-type: none"> • The full range of skills that will be needed over the course of the project by the landowner and the delivery team. • How time can be allocated to make the right choice of adviser/team before work commences on that aspect of the project. • How to ensure the team's objectives are shared and align with regeneration objectives. • Effective financial and property, design development and community engagement skills, appropriate to the project. • A strategy for continuity of design leadership and supervision throughout the lifetime of the project. • The procurement strategy to obtain these skills. • Funding to meet the professionals' fees. | <p>Client advisers:</p> <ul style="list-style-type: none"> • Masterplanner • Property • Finance • Consultation adviser • Procurement <p>Delivery team:</p> <ul style="list-style-type: none"> • Development management • Technical support eg engineering, landscape, surveyor • Sustainability • Funding • Legal adviser • CDM adviser | <p>Professional Institutes</p> <p>Design advisory bodies</p> <p>Approved lists of professional advisers</p> |

7. Assessing the estate

Has the estate been fully appraised?

Time spent undertaking a thorough evaluation of the configuration, physical arrangement, landscape, character and social demographic of the estate will support better decision making and outcomes.

| Key Issues | Key Considerations | Key Participants | Sources |
|---|--|---|---|
| <ul style="list-style-type: none"> • External environment • Existing housing • Social and community infrastructure • Commercial uses • Ownership and tenure • Historical background • Cultural background • Social infrastructure | <ul style="list-style-type: none"> • Mapping existing constraints including easements and other legal, land ownership and services. • Existing infrastructure that may constrain or offer opportunities in the design. • Referencing land ownership including freeholders, leaseholders, rights of way and easements. • Whether a condition survey of the existing stock and capital investment plan has been prepared to justify future decisions. • Conducting research into the history of the site to establish whether there are any characteristics that could influence the design. • Mapping existing open space, amenities, schools, health, community and commercial uses on the estate. • Assessing education, community, training and employment needs of the existing community. • Understanding existing housing need including under and over-occupation. • Assessing the health and wellbeing of residents and mapping their needs. • Identifying community infrastructure in terms of community groups, local organisations and interest groups. • Appraising usability and provision of open space, play and fitness amenities and ease of access to the wider landscape. • Early agreement on approach to use of CPO and whether the local authority has a clear policy and necessary resources in place. | <ul style="list-style-type: none"> • Community • Landowner • Local authority • Multiple agencies • Masterplanner • Technical team | <p>Place assessment tools eg Place Check – Urban Design Skills</p> <p>Walking audits – assessment of walkability or access of an external environment</p> <p>Place Alliance – a movement for place quality</p> <p>UDG - Urban Design Group</p> <p>Wellbeing assessment – Warwick/Edinburgh mental wellbeing scale</p> <p>Public spend analysis guide</p> <p>Section 149 Equality Act 2010</p> |

8. Assessing the wider area

Have the immediate surroundings and the wider area of the estate been fully analysed?

A full understanding of the wider context will help inform the project objectives and strategic approach, leading to long-term enduring solutions for the regeneration of estates.

| Key Issues | Key Considerations | Key Participants | Sources |
|--|--|---|--|
| <ul style="list-style-type: none"> • Transport and connectivity • Parks and gardens • Access to facilities and employment • Schools, Nurseries • Health and Social Services • Other regeneration initiatives • Availability of adjoining land | <ul style="list-style-type: none"> • Assessing existing social, community and commercial uses, access to employment, local amenities and neighbouring housing stock. • Whether there are costed and funded proposals for new or upgraded transport, education, healthcare and community facilities. • If there are other regeneration and investment programmes in the vicinity of the site. • Whether there is additional land adjoining or in the vicinity of the estate that could support regeneration objectives. • The social infrastructure beyond the estate, such as residents' groups, special interest groups and other relevant bodies. | <ul style="list-style-type: none"> • Community • Landowner • Local authority • Multiple agencies • Masterplanner • Technical team | <p>As Section 7.</p> <p>Local Strategic Regeneration Frameworks</p> <p>Local Development Frameworks</p> <p>Neighbourhood Development Plans</p> |

9. Evaluating the options

Has a comparative study been carried out and consulted on to ensure the best long-term solution is chosen?

An appraisal to determine viability and deliverability of regeneration including physical, social, economic and environmental factors, is vital to determine the optimum long-term solution. This helps to reduce risk to delivery.

| Key Issues | Key Considerations | Key Participants | Sources |
|--|---|--|---|
| <ul style="list-style-type: none"> • High level appraisal • Surveys and data • Feasibility study • Financial appraisal • Quantifiable and non quantifiable assessment of benefits • Viability assessed | <ul style="list-style-type: none"> • Generating a range of options including a 'do nothing' option and assessing costs and benefits, taking into account social and environmental impacts, and taking into account the physical condition of the existing stock, housing need and local market conditions. • Selecting the most advantageous option in terms of financial and quantitative issues. • Justifying the need for a CPO. • Environmental issues that might add weight to arguments for demolition or retention of existing buildings. • Cost of existing public sector services being expended and assessment of potential savings and how cost benefits can be measured. • An option should be chosen with support from all stakeholders ensuring that the implications are understood by all including costs, impact on long-term management and maintenance cost and service charges. | <ul style="list-style-type: none"> • Masterplanner • Technical team • Local authority • Residents • Market testing, | <p>Altered Estates – HTA, LBA, PTE, PRP</p> |

10. Financially appraising preferred option

Has the preferred option been financially appraised, funding streams identified and the preferred delivery vehicle agreed?

Understanding the financial implications of a range of options is necessary to validate a chosen approach as the most financially advantageous. The business plan will be developed as the masterplan evolves to achieve a deliverable development and to inform the resident offer. The preferred model for delivery will be influenced by the business plan.

| Key Issues | Key Considerations | Key Participants | Sources |
|---|--|--|--|
| <ul style="list-style-type: none"> Financial appraisal Business planning Viability Funding Equity Delivery model Soft market testing | <ul style="list-style-type: none"> Understanding the implications of a 'do nothing' option. Sensitivity tests of density and tenure options. Identifying finance and funding to enable the preferred option to be delivered. Identifying need for grant or other financial support if necessary for viability. Confirming internal financial capacity, need for borrowing or partnership delivery. Market test the preferred option with prospective partners for deliverability and robustness. Testing all options for scheme content and capacity for third party land. Explore all possibilities to introduce private investment. Explore options for early partnerships between the public and private sectors. Pursue all options for government support in terms of grant, loan funding and guarantees. Ensure that the landowner is satisfied that Best Consideration will be obtained. | <ul style="list-style-type: none"> Delivery partners Property Finance Legal Procurement Potential partners | <p>Joint Ventures – A guidance note for public sector bodies forming joint ventures with the private sector, HM Treasury, March 2010</p> <p>The Green Book, HM Treasury, July 2011</p> |

11. Gaining resident support

Do residents support the selected option and has opinion been tested?

Residents must have decision making powers over the final options, whether as individuals or via a democratic process using representatives.

| Key Issues | Key Considerations | Key Participants | Sources |
|--|---|---|--|
| <ul style="list-style-type: none"> Resident support Test of opinion Resident status | <ul style="list-style-type: none"> Using a recognised method for testing resident opinion to move forward with regeneration proposals, whether a ballot, referendum or other approach appropriate for the circumstances. The status of residents (eg secure tenant, lease-holder, private landlord) and the variation in the impact on these different groups should also be reflected in how the process is managed. Ensuring the wishes of residents are understood and respected. | <ul style="list-style-type: none"> Masterplanner Technical team Local authority Residents | <p>Gov code of practice on consultation – 2008</p> <p>Collaborative Planning - Participation not Consultation – Princes Foundation</p> |

12. Gaining landowner approval

Has landowner approval to proceed been formalised?

The landowner's board or committee will need to be provided with a detailed report for approval at key stages of the project. This will then lead to a decision to proceed.

| Key Issues | Key Considerations | Key Participants | Sources |
|---|--|---|---------|
| <ul style="list-style-type: none">• Political support• On-going support• Formal approvals | <ul style="list-style-type: none">• Formal approval to proceed documented and recorded.• Reports that might include:<ul style="list-style-type: none">◦ The case for change◦ The preferred option◦ Resident support for the preferred option◦ Viability◦ Funding and Delivery options◦ Next steps• Agreeing a strategy for ongoing local authority political support over the cycle of the project. | <ul style="list-style-type: none">• Landowner• Committee members• Political leaders | |

13. Agreeing approach to planning policy and process

Is there a clear approach to embedding the project in local planning policy and navigating the statutory planning process?

The landowner and local planning authority should agree the appropriate planning process for setting new or complying with existing local plan objectives, and the necessary steps for obtaining a planning consent.

| Key Issues | Key Considerations | Key Participants | Sources |
|---|--|--|---|
| <ul style="list-style-type: none"> Local and national planning policy Plan making Approach to obtaining planning consent Statutory planning application process Process tools, PPA's | <ul style="list-style-type: none"> An appropriate Development Plan Document, Supplementary Planning Document, Local Development Order, Neighbourhood Development Order or other planning policy tool, and the implications they may have on programme. A Neighbourhood Planning approach if agreed by residents, landowners and with the agreement of the LPA. Benefits of using Planning Performance Agreements. The approach to planning applications, whether hybrid applications including a masterplan and first phase detail application. Use of masterplans supported by design codes and parameter plans to facilitate multiple approaches including custom build and self build. Approach to applications for future phases. Ongoing engagement with local communities, planning committees and ward councillors to manage information and sustain momentum. | <ul style="list-style-type: none"> Local planning authority Planning Policy team Planning Development Management team Planning consultant Masterplanner Residents Neighbourhood Forum | <p>Planning tools eg: NPPF & NPPG</p> <p>Supplementary Planning Documents (SPD)</p> <p>Development Planning Documents (DPD)</p> <p>Local Development Orders (LDO)</p> <p>Neighbourhood Planning and Neighbourhood Forums</p> <p>Neighbourhood Development Orders</p> <p>Planning Performance Agreements (PPA)</p> |

14. Developing a plan

Has a masterplan, design code or delivery plan set out a vision for regeneration?

A comprehensive and robust plan, supported by planning policy documents if appropriate, will set a clear vision for the project for all stakeholders.

| Key Issues | Key Considerations | Key Participants | Sources |
|--|---|--|---|
| <ul style="list-style-type: none"> • Vision • Refurbishment and/or new build • Housing density • Social and community infrastructure • Commercial & mixed use • Retained homes | <ul style="list-style-type: none"> • Wider regeneration objectives, including use of available adjoining land. • The innate nature of the community and its interests. • The landscape, including topography and other natural features. • Which elements should be retained for improvement, which should be demolished and opportunities for infill. • How the estate can be integrated into its surroundings by eroding its 'red line' boundary and blending with existing streets. • Whether an increase in density can be achieved by better use of under-utilised land and can be accompanied by improvements in physical infrastructure, transport, open space, social and community infrastructure. • How can economic activity be boosted with mixed uses, including commercial and employment. • Local residential design guides, other approved planning policy documents and a design review process to deliver design quality. • How to phase development to ensure a deliverable first phase and built-in flexibility for future phases to adapt to changing circumstances. • New facilities required to deliver improvements to public services. • Involving residents in drawing up the masterplan, and urban or design codes prior to, during and after procurement of a partner. | <ul style="list-style-type: none"> • Masterplanner • Technical team • Residents • Private sector partner • Planning consultant • Political and officer support • Multi agency input • Employers Agent • CDM advisor • Non residential technical team | <p>Creating Successful Masterplans – a guide for clients – Design Council Caba</p> <p>Building for Life 12 – Evaluation tool for good places to live and well designed homes</p> <p>Placemaking and Value RICS – relationship between 'better' places to live and value generated</p> <p>Local authority supplementary planning guidance and local Design Guides</p> <p>Design Review – Principles and Practice – Design Council Caba</p> <p>Landscape architecture – A Guide for Clients – Landscape Institute</p> |

15. Meeting the needs of all

Will the regeneration result in balanced, inclusive neighbourhoods that meet diverse local housing needs?

A clear housing assessment will establish the level of local housing need for existing and new residents and what tenures are needed to create inclusive, balanced communities.

| Key Issues | Key Considerations | Key Participants | Sources |
|---|--|--|--|
| <ul style="list-style-type: none"> • Meeting local housing need • Replacement housing for renters, leaseholders and freeholders • Additional market, intermediate or affordable housing • Other typologies and tenures eg, students, housing for older people • Market renting social renting and , intermediate tenures • Tenure integration • Mixed uses | <ul style="list-style-type: none"> • The housing needs of existing residents and options for re-provision. • The balance of tenures and housing typologies needed to reflect housing needs of the wider local area which may be set out in the local plan. • How the mix of new housing should reflect changing demographics of the area including housing for older people, family housing and accommodation for younger people. • Addressing the specific needs of people with disabilities and an ageing population through inclusive design. • The extent to which different tenures, including market rent, low-cost home ownership and intermediate models, should be provided and at what scale and pace to meet local need. • A tenure-blind approach and how tenures are integrated. • The impact of an increase in homes and range of housing on social infrastructure such as education and health facilities. | <ul style="list-style-type: none"> • Local authority • Potential partners and housing market | <p>Estate specific rehousing requirements</p> <p>Local Plan SHMA - Local Housing Need</p> <p>Section 149 Equality Act 2010</p> <p>Health & Wellbeing Report in Homes – UKGBC</p> |

16. Improving retained buildings

Is there a clear strategy for the retention and refurbishment of existing buildings?

Re-use of existing buildings can offer an environmentally sustainable alternative to full demolition and new build. Where the preferred option involves the retention of some or all existing buildings, it is necessary to deliver high quality improvements and enhanced technical performance that address their design and technical shortcomings.

| Key Issues | Key Considerations | Key Participants | Sources |
|---|---|--|---|
| <ul style="list-style-type: none"> Retained and improved Appropriate tenure and typologies Environmental improvements Public/ semi-public realm Landscape Safety and security Image and identity | <ul style="list-style-type: none"> How retained buildings can accommodate appropriate housing types that meet local housing need and how internal arrangements can be adapted to achieve this. How energy performance of retained buildings can be improved. Whether there is a need to transform the appearance and identity of existing buildings. What improvements to streets, open spaces, private amenity, landscape and public realm may be needed to ensure retained and refurbished buildings have equivalent amenities to new buildings. Involving residents throughout the development of refurbishment plans including proposals for re-housing and phased improvements. | <ul style="list-style-type: none"> Masterplanner Technical team Residents Private sector partner Planning consultant Political and officer support Multi agency input Employers Agent CDM advisor Non residential technical team | <p>Creating Successful Masterplans – a guide for clients – Design Council Caba</p> <p>Building for Life 12 – Evaluation tool for good places to live and well designed homes</p> <p>Placemaking and Value RICS – relationship between 'better' places to live and value generated</p> <p>Local authority supplementary planning guidance and local Design Guides</p> <p>Design Review – Principles and Practice – Design Council Caba</p> |

17. Implementing the plan

Is there a robust and flexible strategy to implement the masterplan?

Effective regeneration proposals consider how the project will be delivered. The delivery plan will consider construction phasing that recognises the needs of and minimises disruption to existing residents.

| Key Issues | Key Considerations | Key Participants | Sources |
|---|---|---|--|
| <ul style="list-style-type: none"> • Site assembly • Meanwhile works • Re-housing strategy • Phasing • Flexible masterplan and phasing | <ul style="list-style-type: none"> • Approach to CPO and land assembly including use of statutory powers and negotiation with all who have ownership interests on the estate. • Approach to rehousing existing residents, their choices and the impact on the masterplan. • What will be the minimum disruption for existing residents who choose to remain that is reasonably able to be delivered. • How immediate improvements that might be temporary can be used to improve the quality of life of existing residents during construction phases. • How social, community, transport and green infrastructure is delivered, by whom and how this is funded. • Ensuring that the masterplan and phasing strategy is flexible, robust and adaptable to economic, social, physical and environmental change over time. • Ensuring that each phase is self sufficient with a proportion of amenity and landscape provision provided during each phase of works to maintain quality of life for residents. | <ul style="list-style-type: none"> • Local authority • Masterplanner • Technical team • Residents • Developer/contractor | <p>Section 149 of the Equality Act 2010</p> <p>Guide to CPO, DLGG 2015</p> |

18. Ensuring appropriate finance and delivery structure

Is the delivery structure, supported by the required financial capacity and viability strategy and process for land assembly in place?

The start of a regeneration project must be done with a clear understanding of how it will be completed.

| Key Issues | Key Considerations | Key Participants | Sources |
|--|---|---|---|
| <ul style="list-style-type: none"> • Phased delivery plan • Phase 1 proposal • Sensitivity analysis • Partners • Land Assembly • CPO | <ul style="list-style-type: none"> • A phased delivery plan, and detailed risk and mitigation register. • A detailed plan for the first phase. • Sensitivity analyses of potential cost and value changes over time. • Robust delivery contracts with suitably capable and robust partners. • Clear resident communication channels. • Whether the local authority has a robust statement on CPO and is willing to exercise the policy. • Whether meaningful attempts at negotiation have been pursued or at least genuinely attempted, save for land where land ownership is unknown or in question. • Carry out the CPO been prepared in conformity with the Compulsory Purchase of Land (Prescribed Forms) (Ministers) Regulations 2004. | <ul style="list-style-type: none"> • Local authority • Masterplanner • Technical team • Residents • Developer/contractor | <p>Compulsory Purchase and Compensation, DCLG, October 2004</p> |

19. Offering community benefits during construction

Does the procurement strategy consider clear benefits to existing residents?

Estate regeneration offers opportunities for continued involvement of residents during the construction phase, such as customising their homes and benefiting from employment and training programmes.

| Key Issues | Key Considerations | Key Participants | Sources |
|--|---|--|--|
| <ul style="list-style-type: none"> • Employment and training • Resident benefits • Health and safety • Separating construction and resident access | <ul style="list-style-type: none"> • Providing opportunities for residents to engage during the construction process, for example, choosing finishes and fittings for their new homes, and providing custom build and self build programmes. • Ensuring local residents and businesses benefit from construction activity through employment and training programmes and contracts with local contractors and suppliers. • Engagement with local schools and colleges for outreach to young people. • Addressing the needs of older residents early in the development programme. • Health and safety of existing residents during the construction programme through clear separation of residents and construction activity phase by phase. • Effective management and maintenance of existing properties during phases of construction activity. | <ul style="list-style-type: none"> • Developer/contractor • Local authority • Residents | <p>Local Planning Authority Conditions</p> |

20. Planning for management

Has the future management of the development been fully considered?

The future management of the development and the vehicle for delivery should be considered at the outset and throughout the masterplan, detail design and delivery stages. This should involve residents at appropriate stages.

| Key Issues | Key Considerations | Key Participants | Sources |
|--|--|--|---|
| <ul style="list-style-type: none"> • Review management structure with residents • Define resident involvement in management • Resident involvement • Legal structure • Neighbourhood management • Service charges • Waste • Parking/cycling • Maintenance | <ul style="list-style-type: none"> • How residents can be involved in future management arrangements. This will have been discussed during the development of the Residents' charter. • The impact of built form, configuration, tenure mix, facilities, access arrangements, concierge and other design matters and clear communication with existing residents on the impact of regeneration on future service charges. • The benefits of involving residents in future management structures. • The necessary scope of the management plan including neighbourhood and building management for all tenures, allocations policy, sales and service charges. • Scope of the management plan including waste management, parking, maintenance of public realm and common spaces, the building fabric and M&E installations. • Using low maintenance durable materials, ensure ease of access for cleaning and other design approaches to minimise future management and maintenance. | <ul style="list-style-type: none"> • Developer/contractor • Local authority • Management company • Residents | <p>Superdensity the Sequel – HTA, LBA, PT, PRP</p> <p>HAPPI 3 – approaches to management in housing for older people</p> <p>Build to Rent: A Best Practice Guide – Urban Land Institute</p> |

