



City of Westminster

Cabinet Report

Meeting:	Cabinet
Date:	9 th July 2018
Classification:	General Release but that Appendix D be declared as exempt from publication as it involves the disclosure of information as prescribed by paragraph 3 of Part 1 of Schedule 12a to the Local Government Act 1972, (as amended), in that they contain information relating to the financial or business affairs of any particular person (including the authority) as per paragraph 2.1 below.
Title:	Ebury Bridge – Estate Renewal
Ward Affected:	All Wards
City for All:	This proposed estate renewal will meet the Council's three City for All objectives. Civic Leadership and Responsibility has been demonstrated by a transparent process that has fully engaged with residents and been reflected by the establishment of the Community Futures Group (CFG) to consult on all scenarios considered. Renewal will promote Opportunity and Fairness by providing more homes of all types and tenures to create a vibrant community which is full of opportunity. Renewal of the Ebury Bridge estate is a significant chance to strengthen a World Class City through creating high quality homes and a healthier, greener environment that connects better to surrounding communities and the wider area.
Key Decision:	That Cabinet authorises the selection of Scenario 7 as the preferred approach. This scenario will look to deliver 750 homes (including 342 affordable homes) plus community facilities, retail shops and improved public realm.
Financial Summary:	This paper explains that the proposed scenario for the Ebury Bridge scheme is financially viable and able to be financed through the Housing Revenue Account (HRA). The scheme costs of the preferred scenario 7 represent a change compared to the existing HRA budget. This reflects changes in the market and sees the Council retaining ownership of all social and intermediate units within the development, a change from the previously budgeted scheme. This paper indicates that there are options to mitigate the impact of this within the HRA 30-year Business Plan. The scheme is considered to be viable from the perspective of a developer.
Report of:	Barbara Brownlee, Executive Director, Growth Planning and Housing

1. Executive Summary

- 1.1. In 2013, following extensive consultation with Ebury Bridge residents, a renewal scheme was developed, involving a mixture of new build and refurbishment of homes. This received planning consent later that year. Despite conducting detailed scrutiny of this scheme it was not possible to make it attractive to developers. As a result, the City Council needed to look again at a new renewal options for the estate.
- 1.2. The City Council re-emphasised the commitment to the renewal of the Ebury Bridge Estate at a public meeting in June 2017. It subsequently authorised expenditure to work up in detail an entirely new scheme, involving extensive resident engagement on all development options and resident collaboration in the creation of a preferred solution.
- 1.3. The vision for Ebury Bridge is to provide more affordable housing and bring about long-term physical, economic and social sustainability of the area. The Council's ambition is to work with Ebury Bridge residents to create a high quality neighbourhood that offers an attractive mix of homes (including affordable homes meeting a range of housing needs) shops and open spaces.
- 1.4. The City Council has engaged with residents in a comprehensive consultation process as agreed in the July 2017 Cabinet Committee Report (see background papers). Development of the eight scenarios for regeneration of the Estate, which ranged from a full refurbishment of the existing buildings through to complete demolition and redevelopment of the whole estate, has been underpinned by extensive and meaningful engagement with Ebury Bridge residents and businesses at every stage. This has been supported by a dedicated onsite engagement team.
- 1.5. This extensive consultation is summarised in the following paragraphs and in section 4 below. Appendices A and B elaborate upon the wide-ranging process which has been undertaken to develop the eight scenarios and subsequent engagement in their evaluation. That consultation and evaluation concluded that scenario 7 is the most viable, deliverable and desirable scenario. This paper therefore recommends scenario 7 as the preferred scenario for the Ebury Bridge Estate.
- 1.6. Over 80% of Ebury Bridge households have taken part in shaping the renewal proposals. Through collaborative dialogue with a resident-led steering group - the Community Futures Group (CFG) - the consultation and engagement programme has been adapted and refined to meet the requirements of tenants and leaseholders. Residents have played a key role at each stage of the scenario development and financial viability assessments and their priorities and aspirations have been aligned with deliverable scenarios.
- 1.7. Ebury CFG and residents across the estate have been actively involved in shaping the preferred Scenario 7 during 2018. Following this work, the Council have gauged support for Scenario 7 from all Ebury residents through a door-to-door and telephone surveys. In carrying out our obligations under Section 105 of the Housing Act 1985, we carried out a six-week period of consultation on the preferred Scenario 7 with Ebury Bridge secure tenants on and off the estate. In total 93 secure tenants provided their views, which is 62% of the 151 secure tenants on, or waiting to return to the Ebury Bridge estate. The majority of secure tenants, 56 tenants, 61% supported the recommendation of Scenario 7. Another 33 secure tenants made no positive or negative responses and only 4 secure tenants were not in favour of Scenario 7.

- 1.8 Over 90% of resident leaseholders have been engaged throughout the process. Of the 39 remaining resident leaseholders, we received feedback from six households (15% of all resident leaseholders). Of these responses 50% were supportive of scenario 7 whilst 50% provided a negative response
- 1.9 The anonymised feedback from residents as part of the engagement process is included as appendices' to the engagement report (Appendix B). The redacted feedback from Ebury Bridge residents as part of the preferred scenario consultation is held at the Ebury Bridge Estate office.
- 1.10 This consultation period also told us:
- Residents want to move only once, where possible.
 - Residents are keen to explore the opportunities to keep the estate active during any construction works.
 - Residents would like choice in where their new temporary or permanent home is.
 - Residents welcome the investment into improving the estate for all residents.
 - Residents who participated in the consultation felt engaged and informed.
 - Residents would like to carry on being involved in the redevelopment
- 1.11 Scenario 7 provides the most compelling regeneration case. It scored most highly in the publicly consulted scenario assessment (Appendix C) and most closely fits the strategic objectives set by the Council in City for All. The Outline Business Case (OBC) Part 1 analysis, which focuses on the scenario review, (see background papers) confirms it as the preferred scenario.
- 1.12 The objective of the preferred scenario creates a potential 750 residential units. Within this, it re-provides the existing 198 social rented homes on-site with modern, high quality replacement homes. It further delivers 144 affordable homes, 35% of the additional housing the scenario envisages, comprising 87 social rent and 57 intermediate homes. Any proposal would be subject to further wide consultation and planning permission. The proposals also envisage improvements to the public realm, ensuring the estate is better connected to the local area, creation of community facilities and a contemporary mix of shops that caters both for the residents and wider community.
- 1.13 After more analysis of the delivery and procurement routes available to the Council, a preferred delivery route and strategy will be developed for a Cabinet Member decision in October 2018. This will be supported by an OBC Part 2 which will focus on a review of these aspects. An update will be provided at that stage on the progress of attempts to acquire leasehold interests by agreement.
- 1.14 There is a good opportunity to build upon the positive momentum that has been built with the residents by commencing enabling works to the estate's void housing blocks. This would indicate the regeneration of the estate has started and Officers are currently reviewing how best to deliver this.

2 Recommendations

- 2.1 That Appendix D be declared as exempt from publication as this involves the disclosure of information as prescribed by paragraph 3 of Part 1 of Schedule 12a of the Local Government Act 1972, as amended, in that they contain information relating to the financial or business affairs of any particular person (including the authority) as per paragraph 2.1 below.

2.2 Officers seek approval from Cabinet to:

- 2.2.1 Take forward Scenario 7 as the preferred development scenario.
- 2.2.2 Conclude the Outline Business Case (Part 1).
- 2.2.3 Agree to extend the re-development boundary to the area needed by the preferred scenario. Please note this land is held freehold by the Council.
- 2.2.4 Authorise Officers to enter into voluntary negotiations with residents and retailers to acquire all interests in scenario 7 by agreement at open market value together with compensation commensurate with that payable under compulsory purchase provisions.
- 2.2.5 Agree to extend rehousing commitments to both tenants and leaseholders contained in new development boundary.
- 2.2.6 Authorise determination/future agreement of commercial leases in line with retail strategy.
- 2.2.7 Agree to voids no longer being let on residential secure tenancies.
- 2.2.8 Authorise tender and commencement of enabling and demolition works including initial demolition notices on void properties to de-risk unknowns and accelerate a start on site in dialogue with Community Future Group (CFG).
- 2.2.9 Authorise the implementation of a Meanwhile Use strategy in partnership with the CFG for temporary uses on cleared areas.
- 2.2.10 Agree for a Cabinet Member decision in October 2018 to select a preferred delivery route that will be supported by the Outline Business Case (Part 2).
- 2.2.11 Agree to the need for external procurement, property and legal advice associated with the delivery of the overall project.

3 Reasons for Decision

- 3.1 The Ebury Bridge Estate is one of the five priority estates identified in the Council's Housing Renewal Strategy (2010) as needing significant improvement and investment. In line with the Council's City for All objectives, the overarching objective of regenerating Ebury Bridge Estate is to create a comprehensive renewal that brings about physical, economic and sustainable change that creates additional homes and improves the lives of residents, businesses and visitors alike.
- 3.2 Scenario 7 is viewed as the preferred approach following the extensive resident consultation. It brings about the most beneficial changes when judged against the developed scenario assessment (see summary matrix at Appendix C). This assessment incorporates an evaluation of Viability, Desirability and Deliverability across the eight scenarios and is supported by:
 - The wide-ranging consultation process with residents and businesses;
 - Soft Market testing within the development market,;
 - The feasibility work completed by the Council led design team and the review;of the five cases within the Outline Business Case (Part 1).
- 3.3 Scenario 7 provides a compelling case in the public interest for regeneration after a period of resident consultation including a 6 week consultation on the preferred scenario. This scenario will involve comprehensive estate renewal through the creation of 750 homes, including 342 affordable homes, community facilities, retail accommodation and improved public realm, subject to planning. Further design work will involve further consultation with residents and the wider community.

4 Consultation

- 4.1 Since July 2017 consistent and meaningful engagement has taken place with Ebury Bridge residents and businesses over the future of the estate. Details of this are included in Appendices A and B.
- 4.2 An onsite Engagement team has been located on the estate from July 2017. During a 'listening period' officers held in excess of 130 structured conversations with households and businesses on how best to engage with them on renewal scenarios for Ebury Bridge.
- 4.3 A dedicated engagement space was initially identified and was used to hold a number of activities. As the project developed an accessible retail unit on Ebury Bridge Road was secured and refurbished to provide a more welcoming engagement office. A dedicated housing officer was also based in the office who could raise repairs and deal with tenancy issues.
- 4.4 During a 'listening period', specific engagement panels were held with leaseholders, overcrowded tenants, off-site residents, elderly residents and young people. These panels set early priorities, likes and dislikes of these groups in order to frame engagement sessions with the wider estate.
- 4.5 A set of Key Pledges were established to assure residents that any scenario involving redevelopment would provide for:
- A right of return for residents, guaranteed for all secure tenants and resident leaseholders
 - Full replacement of all council homes.
 - In addition, 35% of any new homes provided will be affordable for social and intermediate rent.
 - Addressing overcrowding as a top priority.
 - Good local shopping that serves local communities to be central to any scheme.
 - Ebury Bridge remaining a council-owned estate.
 - Residents being at the heart of developing a viable new scheme
- 4.6 To ensure timely communication and feedback on engagement activities a fortnightly resident newsletter has been established with 14 editions produced and distributed to both existing residents and those temporarily decanted. A dedicated Ebury Bridge website and Facebook page were also set-up to hold the latest project information.
- 4.7 Six-weekly feedback sessions were established with ward councillors where the latest project updates were provided. Early circulation of newsletters was also provided to ward councillors.
- 4.8 A series of meetings have been held with Ebury Bridge business owners where their preferences have been collated, and will form part of the retail strategy. Extensions to lease agreements have been offered to provide additional security and bespoke support will be provided as the project progresses.

- 4.9 A resident-led steering group, the CFG, was formed to provide strategic direction to the project team. The group has held 16 meetings. They requested an extension to the consultation, so that further details of the eight scenarios can be shared with residents. The council extended the consultation for a further eight weeks. The group has interrogated financial viability assessments and provided a strong resident voice on design concepts.
- 4.10 The objectives and aspirations for the project were shared with residents through the first resident newsletter and the CFG were asked to rank their importance to residents. This provided assistance to the design team in forming the criteria matrix that would be used as an assessment framework to test each scenario.
- 4.11 As part of our design and feasibility engagement over 80% of Ebury residents took part in engagement activities encompassing 496 engagement interactions. This enabled the priorities of residents to be factored into proposals. Twenty four design engagement activities have taken place with open invitations to estate residents.
- 4.12 To allow residents the opportunity to view regeneration projects, at various different stages of development, three visits to exemplar regeneration projects were coordinated with over 50 residents taking up the offer. This gave Ebury Bridge residents the chance to talk with other residents with first-hand experience of regeneration, refurbishment, decanting and consultation on options.
- 4.13 Residents have had the opportunity to view detailed viability, deliverability and desirability assessments which have been used to test the potential of all eight scenarios. This transparent process has included the likely costs of refurbishment options, the planning risks of scenarios, the feedback from developers and the impact of scenarios on groups with protected characteristics.
- 4.14 To thoroughly consult with estate residents on the preferred option, six weeks of consultation has taken place with detailed information provided on the logistics and impacts of full redevelopment. Specific workshops for tenants and leaseholders have been held to outline the support and likely timescales before and throughout the project.
- 4.15 The CFG are leading on the development of a Community Charter that will provide a framework for how the City Council will work with residents on key decisions. The Charter will focus on areas important to residents and include how they will be involved in items as rehousing, procurement of contracts, design of blocks and opportunities for residents.

5 Estate Renewal and Recent Progress

Development of Scenarios

- 5.1 Since July 2017, the Council have led a substantial multi-disciplinary development project team led by Arup, and an external community engagement agency (Pinnacle), to support officers in the development and consultation on the possible development scenarios. The professional team has been tasked with achieving the Council's strategic objectives as set out in the July 2017 Cabinet report (see background papers). These objectives have been evaluated in an Options Study which is now referred to as the Scenario Assessment.
- 5.2 The Scenario Assessment set out in Appendix C establishes that the Council's objectives can best be met through a full renewal of the Ebury Bridge Estate. The scenarios were assessed against three criteria which were agreed with the CFG and consist of Deliverability, Desirability and Viability.
- 5.3 The assessment shows the scenarios that include the retention of existing buildings, namely scenarios 1-5, score less well across the agreed criteria. Conversely, scenarios 6-8 which include full renewal of the Ebury Bridge Estate at increasing densities, score higher against the same criteria. The financial viability of all eight scenarios has been assessed using a traditional development appraisal model where all values and costs are assessed. This financial viability assessment confirms that scenarios 7 and 8 compare favourably with the other scenarios.
- 5.4 Scenarios 7 and 8 meet the Council's priority to deliver more high quality affordable housing with accessible amenities, improved energy performance and sound insulation, which is important to residents and the Council. These scenarios also afford the community the opportunity for improved public realm and community facilities whilst enhancing the retail offering on the site. Whilst there is potentially greater planning risk associated with the higher density of scenario 8, the scenario that achieved most certainty across the three criteria was scenario 7.
- 5.5 Scenario 7, subject to policy (provision of existing Social Rent, 60% Social Rent and 40% Intermediate), wider consultation and planning permission, could deliver the following housing provision:

Tenure / Split	Social Rent	Intermediate	Leaseholders / Private	Total
Replacement of Existing Homes	198	n/a	138	336
Plus Additional Homes	87	57	270	414
Total	285	57	408	750
Total Affordable/Private	342		408	750
% Affordable/ Private	45.6%		54.4%	100%

- 5.6 If emerging policy within the draft Westminster City Plan to provide 40% (Social Rent) and 60% (Intermediate) homes were adopted, the following tenure mix would be provided within Scenario 7 as illustrated in the following table:

Tenure / Split	Social Rent	Intermediate	Leaseholders / Private	Total
Replacement of Existing Homes	198	n/a	138	336
Plus Additional Homes	57	87	270	414
Total	255	87	408	750
Total Affordable/Private	342		408	750
% Affordable/ Private	45.6%		54.4%	100%

- 5.7 Officers, the design team and the CFG have discussed the merits and constraints of each scenario via regular meetings, which has led to the assessment of the scenarios changing throughout the consultation process from January 2018 onward.

- 5.8 The benefits and constraints of each scenario are also summarised in OBC Part 1.

6. Refurbishment and Design

- 6.1 The design element of the multi-disciplinary professional team have been evaluating the potential of refurbishment and / or redeveloping the estate across the eight scenarios. The OBC considers this in greater detail. The block and massing designs are to RIBA Stage 2 (concept design).

- 6.2 Current designs across the scenarios are not at a sufficiently advanced stage to have formal pre-application meetings with Planning Officers. However, several strategic meetings with Planning Officers have been held between November 2017 to April 2018 to discuss likely Masterplanning requirements, the arrangement of future homes, retail and community facilities, priorities for public realm, car and cycle access and parking. Planning officers noted that prior to significant development of the design, wider public consultation with neighbouring residents and local associations would be necessary.

7. Rehousing Options for Residents

- 7.1 The City Council continues to provide re-housing support to residents within the original consented scheme (namely Bridge, Edgson, Dalton, Hillersdon, Mercer, Pimlico, Wainwright and Wellesley houses). The Council is honouring commitments made by maintaining rehousing offers to residents. Much continues to be achieved here with only 2 from the initially prioritised 91 householders, remaining (namely within Edgson, Wainwright and Wellesley Houses as shown in the following table).

- 7.2 If scenario 7 is selected, the next priority will be to focus on the remaining blocks and to extend this approach taken to date across the whole estate. The estate is approximately 35% vacant with 217 homes still to be acquired. It is worth noting that urgent and short to mid-term repairs are still being made across the estate, as required.

Property	Homes	Occupied
Bridge House	17	11
Bucknill House	24	24
Dalton House	17	9
Doneraile House	64	61
Edgson House	55	0
Hillersdon House	27	16
Mercer House	17	8
Pimlico House	17	6
Rye House	24	22
Victoria House	26	22
Wainwright House	12	2
Wellesley House	10	0
Westbourne House	26	25
Total	336	206 *

* Correct as of 14th June 2018

8. Outline Business Case

- 8.1 The Outline Business Case confirms that the greatest benefits, for both Ebury Bridge residents and the Council, would be realised through implementation of scenarios 7 and 8. These scenarios deliver the greatest number and highest quality of homes, alongside the development of a more attractive living environment.
- 8.2 Other important aspects included:
- There is a strong case for renewal based on the current condition of the Estate and its socio-economic characteristics,
 - Ebury Bridge Estate has a growing population, good schools and proximity to major opportunity areas, but also faces some acute challenges, notably a lack of affordable housing, low adult skills levels, and high levels of deprivation.

9. Delivery

- 9.1 At its meeting in July 2017 the Cabinet agreed to carry out a thorough soft market testing to make sure all scenarios were considered and reviewed with the external development market. Soft market testing undertaken in April-May 2018, has confirmed that there is currently considerable development interest in Ebury Bridge Estate and that delivery of a large proportion of affordable homes on-site is a realistic proposal, attractive to the market.
- 9.2 The scenarios have been evaluated initially based on a developer led route (develop site with land receipt to Council) for overall viability purposes. This delivery option is currently used by the Council for many schemes and is considered the traditional means of working with developers.
- 9.3 The development model assumes that a capital receipt is generated at point of sale for the private housing (sales values), affordable housing and commercial units (capitalised rental stream). The financial impact of the Council retaining ownership of the affordable housing units is assessed in section 10 – Financial Implications.

9.4 The soft market testing undertaken in April-May 2018, has helped to identify the following additional delivery options:

- HRA Self Develop
- HRA/ Wholly Owned Housing Company (WOC) Self Develop
- Lease/leaseback Options

9.5 Each of these potential delivery routes presents opportunities and risks. They therefore require further evaluation before a delivery and procurement strategy is proposed for agreement with Cabinet Member in October 2018.

10. Financial Implications

10.1 The preferred Scenario 7 identified within the OBC produces a variance from the budget included in the HRA business plan. This reflects changes in the market and sees the Council retaining all social and intermediate units within the development, a change from the previously budgeted scheme. Through a combination of amendments to the scheme and other capital schemes within the HRA, it is possible to manage this within the identified parameters and scenario 7 is considered to be financially viable and affordable. The scheme is considered viable from the perspective of a developer.

Other Delivery Options

10.2 Whilst the traditional developer option has been modelled, there are other potential delivery routes, as explained in section 9. These are in the process of being analysed and will be modelled as part of the second stage OBC once agreement on a preferred scheme is made. An overview of their financial implications and impact for the HRA, and the Council more generally, is given below.

10.2.1 HRA self-develop

This requires a significant capital outlay as the HRA must incur the build cost. The advantages are that the HRA would then receive the full value of any receipts for market sale although it would be taking on this additional risk compared to a developer scheme. Additional capacity would need to be found within the HRA to accommodate this level of expenditure or an increase in the borrowing cap secured.

10.2.2 HRA/WOC (Wholly Owned Company) self-develop

This would require a similar amount of capital outlay within the HRA as the developer approach used in the analysis of scenario 7 above (although the WOC would likely hold the intermediate housing), so would require additional capacity to be found. The sale and intermediate element could be funded through the WOC to generate suitable returns on the money invested from the General Fund. The Council would still be incurring the full build and sales risk through a combination of the HRA and WOC and any GF funding for the WOC would need to be added to the existing capital programme.

10.2.3 Lease/leaseback options

The Council would take on the responsibility for leasing back all units on the site, once built out, including private units at an agreed rate with the development/ funding partner. If the Council's net rental income fell below the agreed lease rates, it would have to fund the shortfall. Further analysis of this option is required to understand where these risks would lie, amongst other issues, but it is likely to be a mix of the HRA and General Fund or the General Fund alone.

Key Financial Risks

10.3 Key financial risks of this development are outlined in the table below:

Risk	Mitigation
Cost increase due to build cost inflation and other price increases	A contingency budget of 20% has been included within the budget to allow for these potential scenarios.
Economic shifts affecting demand for the retail units	The developer led delivery would remove the Council's risk of this having a negative financial impact.
Abortive costs if the project does not go ahead as planned, due to the number of acquisitions that have already been made.	Properties that have been acquired would have to be reviewed to assess whether the Council still wanted to hold them or to sell them if they would no longer be required for the development.
Delays in the project due to obtaining vacant possession and/or planning permission.	Timing estimates allow for some delays in the project.
Changes in Interest Rates making borrowing more expensive for the Council	The financing rate currently used for the project is considered prudent and Treasury management policies are in place ensure that the Council is not materially affected by any interest rate changes in the short to medium term.

Leaseholder Policy for Housing Renewal Areas

10.4 There are various options in this policy to enable leaseholders to remain in, or return to, Ebury Bridge. Resident leaseholders within Ebury may be eligible for the council's leaseholder equity loan offer to buy one of the new homes. This scheme broadly involves the council providing an equity loan to leaseholders to cover the difference between the value of the new home and the value of their original home plus compensation payments. The Council is currently updating this policy.

10.5 Estimating take up, duration and value of individual loans resulting from this option is difficult at this stage. Ebury Bridge residents are likely to be the first to take up the offer proposed in the new leasehold policy. This policy will then cover all leaseholders across the City of Westminster, and as such is of interest of all Councillors of all wards

11 Legal Implications

Report on Title

- 11.1 Gowling solicitors have prepared a Report on Title to cover the potential developable area across the whole estate. The searches have found potential for contamination and made ground as a likely consequence of former industrial uses and the demolition of previous buildings, prior the construction of the original Ebury Bridge estate. Further ground condition investigations and intrusive surveys will be commissioned prior to any works on site.
- 11.2 The consented scheme had an impact on neighbouring occupiers' rights of light. As the proposed Scenario 7, is of a greater density, rights of light consultants Malcolm Hollis have re-tested this within the parameters of the new design proposals.
- 11.3 Please note these site risks are being proactively managed within the Project's overall Risk Register with itemised costs attributed to these aspects contained with the financial appraisals.

Section 105 of the Housing Act 1985 and resident consultation

- 11.4 The Council continues to meet the requirements of this Act through regular consultation with all secure tenants who are likely to be substantially affected by a matter of housing management such as a new programme of maintenance, improvement or demolition or a matter which affects services or amenities provided. The Council is making sure secure tenants are kept informed of the scenario development as shown and provided with a regular opportunity to comment. The Council must consider any representations from secure tenants arising from the consultation.
- 11.5 Details of the consultation are set out in paragraph 13 and Appendices A and B. If members are satisfied that there has been reasonable ongoing consultation, and that the views of residents are presented, then there is little purpose in holding a formal vote, to determine residents' views. In the circumstances, it would be reasonable to dispense with holding a vote.

Major works and improvements

- 11.6 Individual residential leases give the Council the power to re-charge leaseholders for a proportion of costs in connection with the maintenance of properties, and in some cases for improvement works. These costs have been applied to all of the scenarios where there is a refurbishment element.

CPO Strategy

- 11.7 A new scheme as shown by scenario 7 would require a new planning permission, possible selection of a partner for delivery and may require a CPO to achieve the regeneration of the whole estate. It will remain necessary to show that there is a compelling case in the public interest before a CPO can be made, that there has been a period of negotiation to acquire interests prior and that there is no planning, financial or other impediment to the development coming forward.
- 11.8 It should be noted that as the Council is looking at a new scheme, any previous decision to make a CPO will not apply. Scenario 7 is dependent on acquiring property interests and if agreement cannot be reached the Council.

12 Staffing Implications

- 12.1 An internal Council Project Board, with agreed terms of reference, meets on a monthly basis. This Board is attended by representatives from, and receives regular update reports on, each of the key work-stream leads. Each work-stream lead acts as point of project co-ordination and a clearing house for decisions with any matter which cannot be satisfactorily resolved being referred to the Council's Executive Leadership team. Notable recent governance includes combined working on the OBC and Cabinet Member reporting.
- 12.2 There is a dedicated well-resourced officer team to support the project across Housing, Development and Communications (PPC) who also manage and allocate work to supporting external consultants.
- 12.3 A sustained officer resource will be needed across Finance, Procurement, Legal and Regeneration (Engagement Officers) due to the scale, duration and complexity of this proposed estate renewal.

13. Equalities Impact Assessment

- 13.1 Human rights and equality implications have been reviewed by consultant, Mott McDonald (April 2018), across all eight scenarios drawing on a stock condition survey of all existing buildings by the Keegans Group (May 2018), a building surveying consultancy. This report presents the baseline findings of the Equality Impact Assessment (EqIA) regarding the renewal of the estate and the effect these have on residents together with the requirements of the public sector equality duty (PSED) under the Equality Act 2010.
- 13.2 Mott McDonald have concluded that 'Overall, it is considered that the benefits of estate renewal (Scenarios 6, 7 and 8), when set alongside the mitigation measures proposed by the Council to manage their adverse effects, would outweigh scenarios that prioritise refurbishment. While refurbishment of the estate is likely to result in less disruption to residents in the short term, the overall outcome of comprehensive renewal would deliver a better Ebury experience and a more sustainable estate for those that live there'. The EqIA has ensured that the equality implications are fully understood, that significant access and energy efficiency benefits can be realised in a new build scheme which have helped inform the recommendation to proceed with scenario 7.

14. Next Steps

- 14.1 If Cabinet approves the recommendations in this report, officers will evaluate a number of delivery routes to select that which best achieves the Council's key objectives. This will include more detailed due diligence on potential approaches highlighted by the soft market testing. Further approval then will be sought by a Cabinet Member Report in Autumn 2018 to:
 - 1) Agree a revised budget for scenario 7 in line with the HRA Business Plan,
 - 2) Decide a preferred delivery route and grant authority to procure and negotiate with delivery partner/s if applicable. This will include a planning application strategy,
 - 3) Implement meanwhile use/s (to be agreed, prior to demolition of void properties)
 - 4) Investigate CPO Strategy further but only implementable at a later date, after negotiations have been exhausted and as a method of last resort.

- 14.2 A summary of the initial key project milestones up to October 2018 is provided by the following table:

Milestones	Date
Resident consultation on Preferred scenario 7	15 th May – 26 th June 2018
Cabinet Report (Preferred Scenario with accompanying approvals)	9 th July 2018
Enabling / Demolition Works approvals, procurement and contract award	July - December 2018
Cabinet Member Report (Budget, Delivery Route and Enabling Works)	October 2018
Procurement and negotiation period	October 2018 – April 2019
Enabling / Demolition Works Period	December 2018 – March 2019

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

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List of Appendices

- Appendix A – Shaping the Preferred Scenario
- Appendix B – My Ebury Engagement Report
- Appendix C – Scenario Assessment Matrix
- Appendix D – Financial Implications, **Exempt, not for publication**
- Appendix E – Other Implications


Background Papers

1. Cabinet Report 10th July 2017, Ebury Bridge – Estate Renewal
2. Outline Business Case (Part 1) **Exempt, not for publication**
3. EQIA

Appendix C – Scenario Assessment Matrix

		Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7	Scenario 8
Viability	Financial viability	Poor	Poor	Good	Good	Good	Good	Good	Good
	No additional loss to MCC	Poor	Poor	Good	Good	Good	Poor	Excellent	Excellent
Desirability	Address housing needs	Poor	Fair	Good	Good	Good	Excellent	Excellent	Excellent
	Increase in affordable housing	Fair	Good	Good	Excellent	Good	Excellent	Excellent	Excellent
	Quality of green open space	Poor	Fair	Fair	Fair	Fair	Excellent	Excellent	Excellent
	Improved building performance	Fair	Good	Good	Good	Good	Excellent	Excellent	Excellent
	Quality of built form	Fair	Fair	Fair	Fair	Good	Excellent	Excellent	Excellent
Deliverability	Phasing	Fair	Poor	Poor	Poor	Excellent	Good	Good	Good
	EqIA outcome - see methodology below	Fair	Fair	Fair	Fair	Fair	Good	Good	Excellent
	Impact on surrounding buildings	Excellent	Fair	Poor	Fair	Fair	Good	Good	Poor
	Impact on Conservation Area	Good	Good	Poor	Excellent	Fair	Good	Fair	Poor
	Ease of obtaining planning approval	Good	Good	Poor	Fair	Fair	Good	Fair	Fair

Key

			
Poor	Fair	Good	Excellent

Appendix E – Other Implications

1. Resources Implications

No implications at this stage

2. Business Plan Implications

No implications at this stage

3. Risk Management Implications

No implications at this stage

4. Health and Wellbeing Impact Assessment including Health and Safety Implications

The demolition and construction works for the preferred scenario will both be notifiable to the Health and Safety Executive due to their size and duration.

The main contractor will be required as part of their duties under the construction contract to comply with all relevant legislation including the Construction (Design and Management) Regulations 2015.

5. Crime and Disorder Implications

The contractor will be required under the planning conditions to apply for approval of the security details from the Metropolitan Police Designing Out Crime officer.

6. Impact on the Environment

The contractor will be required (as a planning condition) to comply with the Westminster City Council Code of Construction Practice. The code sets the Council's requirements in terms of major construction projects and covers areas such as noise, working hours, traffic, pollution etc.

7. Equalities Implications

Please refer to paragraph 14.

8. Staffing Implications

No implications at this stage

9. Human Rights Implications

No implications at this stage

10. Energy Measure Implications

No implications at this stage

11. Communications Implications

Regular newsletters and updates in the Estate office have been provided to local residents. This will continue through any development or construction period and a dedicated resident liaison officer will likely be a requirement from any future partner.