

Item No.	Classification: Open	Date: 4 November 2019	Meeting Name: Cabinet Member for Social Regeneration, Great Estates and New Council Homes
Report title:		Great Estates – Estates Improvement Pilots	
Ward(s) or groups affected:		All	
From:		Strategic Director of Housing and Modernisation	

RECOMMENDATIONS

That the Cabinet Member for Social Regeneration, Great Estates and New Council Homes:

1. Approves the selection of seven estate improvement pilots to test new ways of working as set out in paragraph 10 and 11.
2. Notes the creation of a fixed-term community gardening co-ordinator post to deliver the Council commitment to ‘Give residents the tools to garden and improve their estate’ as detailed in paragraph 22.
3. Notes that the information gathered as part of the Great Estates consultation exercise is to be retained as a resource to inform future estate improvement work beyond the initial pilot estates. Approves that this resource will be developed into an interactive repository that can be added to from a range of sources – residents, officers, partners - and searched thematically or by location.

BACKGROUND INFORMATION

4. Southwark Council is landlord of a housing stock of 55,000 dwellings, of which 37,000 are let on council tenancies and the remainder were sold under right to buy leases. These properties are mainly flats on 240 estates.
5. The Council Plan 2018-2022 includes the following commitments:
 - a. To launch a Great Estates guarantee so that every estate is clean, safe and cared for
 - b. To give residents the tools to garden and improve their estate - In this commitment tools refers not simply to the provision of physical tools, but also the Estate Improvement Plans framework for agreeing the improvements needed.
6. The Great Estates Programme is formed of three components:
 - **The vision and approach** - As set out in the December 2018 Cabinet Report.
 - **The Great Estates Guarantee and Commitments** – The Guarantee and Commitments will help ensure that the council and our residents are working effectively together to make our estates clean, safe and cared for. This guarantee and commitments will be set out in another Great Estates Programme Cabinet Report later in the year.
 - **The Estate Improvement Plans** - These will form part of the tools to enable residents to make improvements to their estates. The report set out that the

approach to estate improvement plans would be tested through a number of pilots, which is the subject of this report.

7. The Southwark Great Estates vision is to:
 - **Celebrate our council estates** – We will celebrate our estates and be ambitious about their future. We will always be honest about the challenges, and challenge ourselves to make Southwark estates the best they can be.
 - **Encourage integration** – Our estates are part of the bedrock of Southwark. Mixed communities playing their part in the borough's economy and life are integral to the future of the borough. We want to expand and enrich our estates, with redevelopment always a last resort.
 - **Respect where we live** – Working with residents every estate should be clean, safe and cared for. Communities should have ownership over their estate and a shared stake in its future. High standards of repair and maintenance will mean Southwark's estates are great places to live.
8. The Council Plan from 2018 sets out the commitment to 'Give residents the tools to garden and improve their estate'. In January 2019, the Cabinet Member for Social Regeneration, Great Estates and New Council Homes agreed that the best way to deliver this commitment would be to interpret 'tools' as referring to a range of support to ensure the development of sustainable community gardening initiatives throughout the borough.

KEY ISSUES FOR CONSIDERATION

9. At the Cabinet meeting of the 12 March 2019, authority was delegated to the cabinet member for social regeneration, great estates and new council homes in consultation with the strategic director of housing and modernisation to agree the final selection of pilot estates. The report set out a number of factors that should be taken into account when selecting estate improvement pilots:
 - a) That Cabinet agrees to pilot the Estate Improvement Plans in the north, south and center of the borough. Estates have been listed below.
 - b) The following types of estate would be prioritised for Estate Improvement Pilots:
 - Estates on which new council homes are being built – This will ensure local residents benefit from the changes to their estate.
 - Estates adjacent to wider regeneration and development opportunities – This will ensure both existing estate residents and new residents to the wider area benefit from the changes (working with the developers).
 - Estates where residents have identified improvements related to anti social behaviour – In response to recent serious and sometimes fatal incidents in and around our estate the council has a stronger focus on tackling antisocial behaviours, gang violence and establishing more credible and attractive 'diversionary' activities for young people. Estate Improvement Plan pilot funding will support proposals with an estate focus from the Positive Futures.
10. There will be close coordination across the council to ensure that any proposals for

Estate Improvement plans are linked in to plans for major works and new homes. We understand there will be estates which have some or many of the factors detailed, however, we have focused on making sure there is an even spread across all three areas, north, south and central and ensure that we can deploy our limited resources effectively.

11. Through the consultation process a wealth of information was gathered in terms of what residents valued on their estates and many ideas for improving their estates. Many of those responded agreed to help with estate improvement plans. The information that was received is to be retained as a resource. With the aim that this would be added to from a range of sources to become repository that can be searched interactively by theme and location.
12. We will also be using the research phase of the 'Southwark Social Housing Histories' exhibition celebrating the centenary of the Addison Act to build a repository of historical information on each estate for making publicly available in the future.

Proposed Pilots

13. Information has been gathered regarding the nature of the estates including: proposed new developments; planned housing improvement works, known issues of crime and ASB (anti social behavior); other grant programmes e.g. Cleaner, Greener, Safer (CGS); reviews of cleanliness; whether there is a TRA (tenants and residents association); proposed culture and art programmes. This information has been used together with the information gathered through the consultation process to arrive at a short-list to test out new ways of working on pilot estates. As might be expected the 'wish-list' through a wide ranging consultation is extensive. Further work will take place with residents to refine and prioritise what will be delivered. Officers will also seek to maximise the synergies from other programmes and grant funding.

NORTH:

14. Canada Estate

A large estate built in the 1960's with a mix of properties. New homes are being delivered through the Hidden Homes programme on Regina and Columbia Point, with the car park being included as part of this development. Residents have raised concerns regarding crime and anti-social behaviour, in particular robberies and mobile phone theft nearby the train station. There is an ASB hotspot in the middle of the estate, where there is a low level concrete structure. This area would benefit from some re-designing/redevelopment. Through the consultation process residents have suggested the following improvement areas should be considered: improved estate signage; re-painting and redecoration works to blocks and communal areas; improved estate cleaning; to create a space to use as a garden to grow vegetables; and new fencing around Edmonton court. The estate has also been approved to receive £6710.00 TRSIG funding for an estate music project.

15. Rockingham Estate

A large estate located nearby the Elephant & Castle regeneration area. Residents have raised concerns regarding crime and anti-social behaviour, in particular rival youth gangs with the Tabard estate.

Through the consultation process residents have suggested the following: re-painting and redecoration of estate blocks; improved communal areas; improved lighting, interactive noticeboards, improved play areas, youth clubs; planting of more flowers,

fruit and vegetables and the installation of window boxes; improved communal bins and estate cleaning. Some of the blocks have recently had new entry doors fitted, but this has had the effect of moving the ASB to the few remaining blocks without door entry, creating new ASB hotspots on the estate.

There is an area of land on the edge of the estate, in Tarn Street, that used to have garages on, but it has now been cleared and secured. This is an open area that would benefit from an estate project, which would enhance the area and also deter fly tipping and rough sleeping.

CENTRAL:

16. Elmington Estate

A large estate located near Camberwell. New homes may be delivered through reviewing potential building on top of a number of blocks, with other possible infill developments. Residents have raised concerns regarding crime and anti-social behaviour, in particular youths congregating and drug dealing with an attempted break-in to the TRA (tenants and residents association) hall. Through the consultation process residents have suggested the following: security doors and intercom system; re-paint and carry out repairs to blocks and communal areas; improvements to existing gardens and allotment areas for tenants; improved lighting, and the renewal of seating on the estate; update the football area in Hood House; provide new recycling bins; improve estate cleaning to include free bags for tenants to pick up after their dog waste.

17. Brandon Estate

A very large estate located near the Walworth Road. New homes are currently being delivered on the edge of Pelier Park. Residents have raised concerns regarding crime and anti-social behaviour, in particular knife and gun crime, vandalism, and to the need to tackle the violence amongst young people. Due to the high level of crime CCTV has been installed in and around the estate. Through the Great Estates Call for Ideas process residents have suggested the following: improve estate cleaning and block power washing; provision of new benches in the lower part of Kennington Park; reinstating the large slide on the mound in the well-used community open space; planting of more trees and wild flowers in raised beds; more large murals and art projects that involve the local people and make the grey concrete walls more colourful and joyful; improved lighting and new signage. A more detailed and intensive engagement plan will be prepared together with local TRAs, to begin in the coming weeks.

SOUTH:

18. Rye Hill

A large estate located near Peckham Rye Park. New homes are being delivered on disused garage sites on the estate. Residents have raised concerns regarding crime and anti-social behaviour, in particular drugs and dealing on stairwells. Through the consultation process residents have suggested the following: improvements to the community hall; new and improved signage around estate; a community garden or planting scheme; the installation of nest boxes on the trees to encourage birds and bats to make their homes there; parking restrictions; and a more inviting outside space e.g. new benches.

19. Kingswood

A very large estate located near West Dulwich. Hidden homes are being delivered to Dowell House. Residents have raised concerns regarding crime and anti-social behaviour, in particular youths loitering and intimidating residents, residents drinking in play areas and noise nuisance in blocks. Through the Great Estates Call for Ideas consultation process residents have suggested the following: to have a balcony meshed enclosure to stop pigeons nesting and bird faeces; improvements to children's playground; a multi purpose community hall; improved lighting around the estate; re-painting blocks and communal areas; relocate the physical sports facility beside the children's playground to a better area on the estate; art installations; and improved refuse bins outside of the blocks.

20. Friary Estate

A large estate located in Peckham. Hidden homes are being delivered to Breamore, and Royston House. Also Berkeley Homes have proposed landscaping to the edge of the estate to the current grassed area as part of their neighbouring development. Residents have raised concerns regarding crime and anti-social behaviour, in particular theft, break-ins, gangs and young people smoking drugs in stairwells. Through the consultation process residents have suggested the following: re-painting of the estate; more greenery; new signage within the estate; a large mural on the wall of Cardiff House; more seating in communal areas; to remove car parking spaces outside the houses which may be used to create a combination of bike / pram and scooter storage; and improve litter picking and general cleanliness.

21. Further estate improvement plans will be developed as part of the 'first contact' approach for a number of upcoming new council homes sites. These sites and estates will be confirmed in IDMs over the coming weeks.

Community Gardening Project

22. The Council plan has made a commitment to 'Give residents the tools to garden and improve their estate'. In January 2019, the Cabinet Member for Social Regeneration, Great Estates and New Council Homes agreed that the best way to deliver this commitment would be to interpret 'tools' as referring to a range of support to ensure the development of sustainable community gardening initiatives throughout the borough. Community gardening, food security and biodiversity were frequent themes referenced in the consultation exercise. By addressing this through the Great Estates programme we will work with many more estates beyond the initial 7 pilots. To deliver this project a Community gardening coordinator will be appointed on a 2 year fixed-term contract to support resident-led community gardening projects on estates.

Policy implications

23. The cabinet report on estate improvement plans approved in March 2019, established the principles for agreeing the pilot estates. The decision for approving the pilots was delegated to the cabinet member for social regeneration, great estates and new council homes.

Community impact statement

24. Equalities information, particularly at the granular estate level is limited. An Equalities Analysis is attached at Appendix A.
25. In selecting pilot estates the criteria have been used as set out above. All the estates that have been selected are suffering from crime and ASB. Selecting these estates as estate

improvement pilots will help develop strategies that will improve community safety. In choosing estates that have some form of regeneration and new build the principles of 'expand and enrich' will be applied, in that the delivery of new homes will be accompanied by direct community benefits.

26. The purpose of the Estate Improvement Plans is to improve the local area for the whole community who live there. There will be need for some monitoring of membership of any forums which discuss the Estate Improvement Plans to ensure these genuinely represent the full range of diverse communities that make up that estate area. Any planned estate improvement should be to the benefit of all communities rather than for any particular group. We will work closely with existing programmes including new homes, regeneration and major works to maximise synergies in improving estates. We will seek to develop relationships with existing and new partners to bring in additional resources. We will seek grant funding to support this work wherever possible.

Resource implications

27. £970k has been allocated to the Great Estates Programme, which will cover all costs including additional staffing. It is understood that the scope of changes requested by residents on the pilot estates will significantly exceed this amount. It is proposed that once the pilot estates have been approved officers will work closely with residents to refine and prioritise improvements to ensure that the budget envelope is not exceeded. Officers will also seek to find synergies and additionality from other work programmes and funding streams, as well as seeking funding from external grant programmes.
28. As these are experimental pilots to test the approach Cabinet agreed in March 2019 that that council leaseholders will not be charged for Great Estate pilot work. Leaseholders may be charged for works that are carried in Great Estates, in accordance with the terms of their lease, where the works fall under existing schemes or plans and have not come about solely due to the pilots.

Legal Implications

29. In this report the decision being requested is to agree the final shortlist selection for seven pilot estates as part of the Estate Improvement Plans. Therefore there are no legal implications at this stage.

Financial Implications

30. At this stage the decision being requested is to agree the final shortlist selection for seven pilot estates as part of the Estate Improvement Plans. Therefore the financial implications are limited to designing the Great Estate Improvement Plans and making these improvements on these seven Pilots only. £970k has been identified to help fund the pilots in 2019/20.

Consultation

31. The council has consulted with residents on the Great Estates Programme through an online survey which was on the Council's consultation hub under "Call for Ideas". The consultation went live on 20th May 2019 for a period of six weeks and closed on 1st July 2019. Details of the consultation were also included in the Southwark Housing News, schools, handed out to TRA's (tenants and residents associations). Sent out via an email mailing list and included on various social media (Facebook pages, twitter etc.). We received a response of 388 ideas from residents' borough wide.

32. The 'Call for Ideas' asked residents what they were proud of on their estate, areas for improvement and whether they wish to be involved in supporting the delivery of improvements. The responses covered a broad range, themes that regularly occurred were: crime and ASB, gardening, cultural activities and physical changes to the estate:

Call For Ideas Summary Chart

Issues raised by Residents	No.
ANTI SOCIAL BEHAVIOUR / SECURITY	58
GARDENING & LANDSCAPING	65
CLEANING, REFUSE, SIGNAGE	58
REDECS & MAINTENANCE	65
PLAYGROUND & ACTIVITIES	14
OTHER RESPONSES	128
Total Responses:	388

33. This consultation process has informed the selection of the pilot estates. Further consultation will take place with residents as the programme is rolled-out. As well as coordination with new homes, and major works to ensure one common plan is consulted on and followed through.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

34. Section 21 of the Housing Act 1985 confers general powers of management of council housing on local authorities. The selection of estate improvement pilots is within this general housing management power.
35. When considering the recommendation in this report, the cabinet member must have due regard to the continuing public sector equality duty contained within section 149 of the Equality Act 2010. The duty requires the council to eliminate discrimination, harassment, victimisation or other prohibited conduct; advance equality of opportunity between persons who share a relevant protected characteristic and those who do not, and, foster good relations between those who share a relevant characteristic and those that do not share it. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The equality duty is a continuing one and should be considered and reviewed as the project develops. The cabinet member is referred to the community impact statement section of this report.
36. The report states that consultation has been carried out. The law requires the decision maker to conscientiously take into account the outcome of consultation when taking a decision on the proposal. The cabinet member is referred to the consultation document given as background information.
37. Under Part 3 of the council's constitution, the Leader may delegate a decision to an individual cabinet member. The report confirms that the Leader delegated final

selection of the pilot estates to the cabinet member for social regeneration, great estates and new council homes at the cabinet meeting on 12 March 2019.

Strategic Director of Finance And Governance

38. The Strategic Director notes the recommendation to approve the selection of seven estate improvement pilots, along with the community gardening co-ordinator post. Further consultation with residents on the plans once approved, along with known synergies and any additional grant programmes, will help prioritise improvements and refine the costs of the individual pilots which will need to be contained within a total annual budget of £970k, including staffing (as noted in the financial implications). Consideration will also need to be given to any additional long term maintenance costs as a result of these plans.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
The Great Estates Cabinet Report 1 – Vision and approach	Strategy and Business Support	sharon.miller@southwark.gov.uk
https://www.southwark.gov.uk/housing/great-estates-programme		
The Great Estates Cabinet Report 2 – Estate Improvement Plans	Strategy and Business Support	sharon.miller@southwark.gov.uk
https://www.southwark.gov.uk/housing/great-estates-programme		
Responses to the Great Estates ‘Call for Ideas’	Strategy and Business Support	sharon.miller@southwark.gov.uk

APPENDICES

No.	Title
Appendix 1	Equalities Analysis
Appendix 2	Call for ideas Summary Report

AUDIT TRAIL

Lead Officer	Michael Scorer, Strategic Director of Housing and Modernisation	
Report Author	Sharon Miller, Service Development Manager	
Version	Final	
Dated	31 October 2019	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	31 October 2019	